

## **Patrick Schultz**

The University of North Dakota  
Management  
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### **Education**

Ph D, Texas Tech University, 2002.

Major: Strategic Management, Organizational Theory

Dissertation Title: "The Emergence of the Broadband Internet Access Industry: The Impact of Cognitive and Sociopolitical Legitimacy on Entry Rates and Density."

MS, Texas Tech University, 2001.

Major: Management

BS, Columbia University in New York, 1992.

Major: Mechanical Engineering

### **Academic, Military and Professional Positions**

#### **Academic**

MBA Director, University of North Dakota. (October 2015 - Present).

Associate Professor of Management, University of North Dakota. (May 2010 - Present).

Assistant Professor of Management, University of North Dakota. (August 2002 - May 2010).

Graduate Instructor, Texas Tech University. (1997 - 2002).

#### **Professional**

Owner, Schultz & Company. (April 1993 - April 1996).

## **TEACHING**

### **Teaching Experience**

#### **The University of North Dakota**

Management 400, Org Theory & Analysis, 30 courses.

Management 475, Strategic Management, 12 courses.

Management 515, Advanced Managerial Theory, 1 course.

Management 575, Special Topics, 2 courses.

Management 585, Advanced Strategic Management, 32 courses.

Management 596, Individual Research, 1 course.

Management 597, Readings in Management, 1 course.

### **Directed Student Learning**

Directed Individual/Independent Study, Business Administration 997. (January 2009 - Present).

Advised: Pat Lealos

Directed Individual/Independent Study, Business Administration 997. (January 2009 - May 2010).  
Advised: Tom Miller

Directed Individual/Independent Study, Business Administration 997. (January 2009 - September 2009).  
Advised: Brad Juffer

Directed Individual/Independent Study, Business Administration 997. (January 2009 - August 2009).  
Advised: Curt Huot

Directed Individual/Independent Study, "Study on Entrepreneurship in Emerging New Industries", Business Administration 997. (May 2008 - December 2008).  
Advised: James Tehan

Directed Individual/Independent Study, "Study on Strategic Problems and Issues in Mergers and Acquisitions", Business Administration 997. (May 2008 - December 2008).  
Advised: Nathan Rundquist

Directed Individual/Independent Study, "Strategies for Offshore Outsourcing", Business Administration 997. (August 2007 - December 2007).  
Advised: Shawn Mattingley

Directed Individual/Independent Study, "American Apparel", Business Administration 997. (January 2006 - December 2007).  
Advised: Sara Ingeman

Directed Individual/Independent Study, Business Administration 997. (August 2006 - December 2006).  
Advised: Angela Boswell

Directed Individual/Independent Study, Business Administration 997. (August 2006 - December 2006).  
Advised: Cody Schulze

Directed Individual/Independent Study, Business Administration 997. (August 2006 - December 2006).  
Advised: John Schumacher

Directed Individual/Independent Study, Management 596. (August 2006 - December 2006).  
Advised: John Schumacher

Directed Individual/Independent Study, Business Administration 997. (August 2006 - December 2006).  
Advised: Matt Larsgaard

Directed Individual/Independent Study, Business Administration 997. (January 2006 - December 2006).  
Advised: Michael Johnson

Directed Individual/Independent Study, Business Administration 997. (January 2006 - August 2006).  
Advised: Michael Geske

## **Awards and Honors**

Meritorious Teaching, Research, and Service Award 2014-2015, University of North Dakota, College of Business and Public Administration. (September 25, 2015).

Beta Gamma Sigma Professor of the Year Award, Beta Gamma Sigma. (April 23, 2012).

Suda Karnik Faculty Fellowship, University of North Dakota, College of Business and Public Administration. (October 22, 2011).

Charles & Betty Corwin Award in Teaching Excellence, University of North Dakota, College of Business and Public Administration. (October 2, 2009).

## RESEARCH

### Published Intellectual Contributions

#### Refereed Journal Articles

Helleloid, D., Nam, S.-H., Schultz, P., Vitton, J. (2015). The U.S. Airline Industry in 2015. *Journal of The International Academy For Case Studies*, 21(5), 113-125.

Schultz, P., Vitton, J., Butz, N. (2015). The race to the South Pole: Lessons in problem solving, planning, and teamwork. *Journal of Critical Incidents*, 8, 120-123.

Schultz, P., Vitton, J., Butz, N. (2015). The race to the South Pole: Lessons in strategic planning and teamwork. *Journal of Critical Incidents*, 8. <https://www.sfcr.org/jci/>

Vitton, J., Schultz, P., Butz, N. (2014). Eastman Kodak: Facing disruptive technological change. *Journal of Critical Incidents*, 7, 63-66.

Vitton, J., Schultz, P., Butz, N. T. (2014). Eastman Kodak: Facing Disruptive Technological Change. *Journal of Critical Incidents/The Society for Case Research*, 7, 1-16. <https://www.sfcr.org/jci/>

Schultz, P., Quinn, A. (2014). Lights, Camera, Action! Learning About Management With Student-Produced Video Assignments. *Journal of Management Education*, 38(2), 234-258.

Schultz, P., Marin, A., Boal, K. B. (2014). The impact of media on the legitimacy of new market categories: The case of broadband internet. *Journal of Business Venturing*, 29(1), 34-54.

Campbell, K., Helleloid, D., Schultz, P., Vitton, J. (2012). Disclosing Information About Potentially Hazardous Toys at Mattel, Inc. *International Journal of Case Method Research and Application*, 24(4), 246-249.

Campbell, K., Helleloid, D., Schultz, P., Vitton, J. (2012). Lockout At American Crystal Sugar. *Journal of Business Case Studies*, 8(6), 595-600.

Schultz, P., Helleloid, D. (2010). Apple, Inc., and Greenpeace in 2008. *Journal of Critical Incidents*, 3, 42-49.

Schultz, P., Vitton, J., Helleloid, D. (2009). Leadership Transition at 3M. *Journal of Critical Incidents*, 2, 50-57.

Schultz, P., Vitton, J., Helleloid, D. (2009). Reinvigorating Innovation at 3M in 2005. *Business Case Journal*, 16(1), 55-83.

Schultz, P. (2009). The economics of entrepreneurship and opportunity: Schumpeterian and Austrian perspectives. *International Journal of Global Business and Economics*.

Boal, K. B., Schultz, P. (2007). Storytelling, time, and evolution: The role of strategic leadership in complex adaptive systems. *Leadership Quarterly*.

### Conference Proceedings

Schultz, P., Quinn, A. (2008). *Bringing Management Concepts to Life in the Classroom: The Benefits and Challenges of Using Video in Business Education* (vol. 2, pp. 110-118). TCEA Educational Technology Research Symposium.

Quinn, A., Schultz, P. (2007). *Integrating Management Concepts into Human Service Organizations: A suggestion for Using Student Produced Video to Understand Morgan's Metaphors* (vol. 1, pp. 122-130). TCEA Educational Technology Research Symposium.

### Presentations Given

Schultz, P., Butz, N., Vitton, J., Society for Case Research (SCR), "Lockheed Martin's skunk work's stealth program that changed aerial warfare tactics," Midwest Business Administration Association (MBAA), Chicago, IL. (March 2016).

Schultz, P., Vitton, J., Butz, N., Society for Case Research (SCR), "The race to the South Pole: Lessons in problem solving, planning, and teamwork," Midwest Business Administration Association (MBAA), Chicago, IL. (March 2015).

Schultz, P. (Presenter & Author), Vitton, J. (Presenter & Author), Butz, N. (Presenter & Author), Society for Case Research Annual Meeting, "The race to the South Pole: Lessons in strategic planning and teamwork.," Society for Case Research, Chicago, IL. (March 2015).

Vitton, J., Schultz, P., Butz, N., Society for Case Research (SCR), "Eastman Kodak: Facing disruptive technological change," Midwest Business Administration Association (MBAA), Chicago, IL. (March 2014).

Vitton, J. (Presenter & Author), Schultz, P. (Presenter & Author), Butz, N. (Presenter & Author), Society for Case Research Annual Meeting, "Eastman Kodak: Facing Disruptive Technological Change," Society for Case Research, Chicago, IL. (March 2014).

Schultz, P. (Presenter & Author), Helleloid, D. (Author Only), Society for Case Research Annual Meeting, "Leadership Transition at Microsoft," Society for Case Research, Chicago, IL. (March 2014).

Schultz, P. (Presenter & Author), Helleloid, D. (Author Only), Society for Case Research Annual Meeting, "From Netflix To Qwikster: Managing Transitions To Disruptive Technologies," Society for Case Research, Chicago, IL. (March 2012).

Schultz, P. (Presenter & Author), Society for Case Research Annual Meeting, "HTC: Building Competitive Advantage in the Mobile Handset Business," Society for Case Research, Chicago, IL. (March 2012).

Schultz, P. (Presenter & Author), Society for Case Research Annual Meeting, "Motorola and Competition in the Mobile Handset Industry," Society for Case Research, Chicago, IL. (March 2011).

Schultz, P. (Presenter & Author), Helleloid, D. (Co-Author), Society for Case Research Annual Meeting, "Apple, Inc., and Greenpeace in 2008," Society for Case Research, Chicago, IL. (March 2010).

Schultz, P. (Presenter & Author), Vitton, J. (Author Only), Helleloid, D. (Author Only), Society for Case Research Annual Meeting, "Leadership Transition at 3M in 2005," Society for Case Research, Chicago, IL. (March 2009).

Schultz, P. (Presenter Only), Quinn, A. (Presenter Only), Beyond Boundaries Conference, "Learning with Video: A Report on the Use of Video Editing Technology in Management Education," University of North Dakota, Grand Forks, ND. (October 2008).

Schultz, P. (Presenter & Author), Quinn, A. S. (Author Only), TCEA Educational Technology Research Symposium, "Bringing management concepts to life in the classroom: The benefits and challenges of using video in business education," Texas Computer Education Association, Austin, TX. (February 2008).

Schultz, P., Quinn, A., 1st Annual TCEA Educational Technology Research Symposium, "Integrating Management Concepts into Human Service Organizations: A Suggestion for using Student Produced Video to Understand Morgan's Metaphors," Texas Computer Education Association, Austin, TX. (2007).

Schultz, P., Quinn, A., 6th Annual Beyond Boundaries-Integrating Technology into Teaching and Learning, "Using Student-Produced Video to Understanding Morgan's Metaphors in Human Service Organization: A Progress Report at Mid-Semester," Beyond Boundaries-Integrating Technology into Teaching and Learning, Grand Forks, ND. (2007).

Schultz, P. (Presenter & Author), Quinn, A. S. (Presenter & Author), Beyond Boundaries Conference, "Using student-produced video to understand Morgan's metaphors in organizations: A progress report at mid-semester," University of North Dakota, Grand Forks, ND. (October 2007).

Helleloid, D., Schultz, P., Mellem Telecommunications Symposium, "Network Neutrality," College of Business and Public Administration, Grand Forks, ND. (October 2007).

Schultz, P. (Presenter & Author), Quinn, A. S. (Presenter & Author), TCEA Educational Technology Research Symposium, "Integrating management concepts into human service organizations: A suggestion for using student produced video to understand Morgan's metaphors," Texas Computer Education Association, Austin, TX. (February 6, 2007).

Schultz, P. (Presenter & Author), NACRA Annual Conference, "Challenge of the Maturing Digital Photography Industry and the Rise of the Digital SLR in 2005," North American Case Research Association, San Diego, CA. (October 2006).

## **Intellectual Contributions in Submission**

### **Refereed Journal Articles**

Valentine, S., Hollingworth, D., Schultz, P. Data-based ethical decision making, lateral relations, and organizational commitment at a financial services firm. *Journal of Business Research*.

Vitton, J., Nam, S.-H., Schultz, P. Continental Airlines in 2009. *Business Case Journal*.

### **Journal Articles**

Vitton, J., Butz, N., Schultz, P. Lockheed Martin's skunk work's stealth program that changed aerial warfare tactics. *Journal of Critical Incidents*.

## **Research Currently in Progress**

"A Historical Analysis of the Content of Strategic Management Textbooks: 1950-2010" (Planning). This paper analyzes the content of the early Strategic Management textbooks in contrast to those used in the Strategic Management classroom at the present time.

## **SERVICE**

## **Editorial and Review Activities**

Ad Hoc Reviewer, Papers, "Communications Research." (2015 - Present).

Editorial Board Member, "Journal of Organizational Culture, Communications and Conflict." (2015 - Present).

Ad Hoc Reviewer, Papers, "Journal of Critical Incidents," Society for Case Research, 2 reviews. (April 2010 - Present).

Ad Hoc Reviewer, Papers, "Business Case Studies - Discussant," Society for Case Research. (March 25, 2015 - March 27, 2015).

Ad Hoc Reviewer, Papers, "Business Case Studies - Session Chair," Society for Case Research. (March 25, 2015 - March 27, 2015).

Ad Hoc Reviewer, Papers, "Business Case Studies - Discussant," Society for Case Research, 5 reviews. (March 26, 2014 - March 28, 2014).

Ad Hoc Reviewer, Papers, "Business Case Studies - Discussant," Society for Case Research, 5 reviews. (March 23, 2011 - March 25, 2011).

Ad Hoc Reviewer, Papers, "Business Case Studies - Reviewer," Society for Case Research, 2 reviews. (March 23, 2011 - March 25, 2011).

Ad Hoc Reviewer, Papers, "Business Case Studies - Reviewer," Western Casewriters Association, 1 review. (March 24, 2011).

Ad Hoc Reviewer, Papers, "Business Case Studies - Discussant," Society for Case Research, 2 reviews. (March 24, 2010 - March 26, 2010).

Ad Hoc Reviewer, Papers, "Business Case Studies - Reviewer," Society for Case Research, 4 reviews. (March 24, 2010 - March 26, 2010).

Ad Hoc Reviewer, Papers, "Business Case Critical Incidents," Society for Case Research, 3 reviews. (March 18, 2009 - March 20, 2009).

Ad Hoc Reviewer, Papers, "Business Case Studies," Society for Case Research, 3 reviews. (March 18, 2009 - March 20, 2009).

Ad Hoc Reviewer, Abstracts, "Beyond Boundaries," University of North Dakota, Beyond Boundaries organizing committee, 35 reviews. (June 2008 - July 2008).

Ad Hoc Reviewer, Abstracts, "Beyond Boundaries," University of North Dakota, Beyond Boundaries organizing committee, 35 reviews. (June 2007 - July 2007).

## **General Service**

### **College**

Graduate Director, MBA Program Director. (September 2015 - Present).

Committee Member, CoBPA Mission and Vision Building Group, Member. (July 2015 - Present).

Committee Member, CoBPA Assessment Advisory Board, Member. (May 2015 - Present).

Committee Member, CoBPA Faculty Advisory Committee, Member. (September 2014 - Present).

Committee Member, MBA Task Force, Member. (January 2014 - Present).

Committee Member, MBA Assessment Sub-Committee. (August 2008 - August 2013).

Committee Member, Assessment Committee. (August 2007 - August 2013).

Committee Member, College of Business and Public Administration Strategic Planning Committee. (December 2010 - May 2011).

Board of Advisors of a Company, Entrepreneurship Program Advisory Board. (August 2005 - August 2010).

Assessment of MBA Program, MBA Program Value-Added Assessment. (August 2007 - May 2008).

Buzz on Biz Workshop. (July 2007).

Committee Member, Technology Committee. (August 2005 - May 2007).

### **Department**

Committee Member, Library Liaison. (August 2005 - Present).

### **Professional**

Board of Directors for a Professional Society, Society for Case Research, At-Large Director. (2015 - Present).

Program Organizer, Beyond Boundaries Conference. (December 2006 - November 2008).

### **Public/Community**

Committee Member, First Presbyterian Church Finance Committee. (January 2009 - February 2012).

Committee Member, First Presbyterian Church Strategic Planning Committee. (October 2009 - December 2010).

Committee Member, First Presbyterian Church Capital Campaign Committee. (February 2009 - December 2010).

Grand Forks Chamber of Commerce. (April 21, 2010).

Community Group Organizer, Universal Living Wage Campaign. (March 2005 - 2009).

Committee Member, First Presbyterian Church Marketing Committee. (March 2006 - May 2007).

### **Student Organization**

Student Org Advisor (Professional Org), Management Club. (February 2008 - December 2014).

Board of Advisors of a Company, SIFE Advisory Board. (March 2007 - August 2012).

Student Org Advisor (Professional Org), American Indian Business Leaders. (December 2006 - August 2012).

### **The University of North Dakota**

Committee Member, Graduate Dean Search Committee. (October 2015 - March 2016).

Survey tester/focus group participant, SETIC Committee/USAT. (October 2015 - March 2016).

Focus group/workshop participant, Office of Instructional Development. (February 17, 2015).

Focus group/workshop participant, UND Funding Working Group. (February 17, 2015).

Luncheon participant, CoBPA Dean's Office. (February 2, 2015).

Focus group/workshop participant, Undergraduate Learning Working Group. (January 21, 2011).

Technology Forum, Office of Instructional Development. (April 22, 2009).

Alice T. Clark Program, Office of Instructional Development. (March 13, 2008).