TIMOTHY S. KIESSLING

School of Management

Sabanci University, Turkey

**November 2021**

**I. EDUCATION:**

**University of Oklahoma, USA Ph.D. 2005**

 Major: Management/Marketing

###  Minor: Global Business Strategy

**University of Baltimore, USA MBA 1987**

 Concentration in Finance

**Certified Public Accountant** – Maryland/USA **CPA**

**Certified Internal Auditor** – Maryland/USA **CIA**

**University of Baltimore, USA 1983 BS 1983**

 Concentration in Accounting and Business

**Roanoke College**, USA – Liberal Arts **1978-1980**

#### II. ACADEMIC EMPLOYMENT:

**Sabanci University** (Turkey) Professor **2019-Current**

Academic Director of the EMBA Program

*Classes taught:*

Executive MBA Strategy

New Business Venture Development

Project Management

Change Management

Major MBA Project

**Bilkent University** (Turkey)Associate Professor **2011- 2019**

*Classes taught:*

Executive MBA Strategy

Executive MBA Marketing

MBA Strategy

MBA Mergers and Acquisitions

 MBA New venture and Business Plan Development

Undergraduate Strategy

Business Plan Development

 International Business

 Introduction to Marketing

**Bond University** (Australia)Associate Professor of International Business and

 Strategy **2007–2012**

 Head of Department - Global Strategy, Entrepreneurship and Family Business

Head of Strategic Management Department

Director of MBA Program

Acting Head of School

*Classes taught:*

PhD Strategy

Executive MBA Strategy

 Executive MBA Global Business

 Executive MBA Strategic Mergers and Acquisitions

 Executive MBA Cross Cultural Management

 Masters Strategic Management

 MBA Strategy Capstone class

 Masters International Human Resource Management

 MBA Cross Cultural Management

 Undergraduate Principles of International Business

 Undergraduate Principles of Management (Large class over 250)

 Major Application Project (MBA/Executive MBA)

 Core Strategic Management (over 250 students)

**Eastern Kentucky Univ.** Assistant Professor of Strategy **2005 – 2007**

*Classes taught:* MBA Business Strategy/Policy

Business Strategy/Policy (MBA/Undergraduate)

Principles of Management (MBA/Undergraduate)

 International Business (MBA/Undergraduate)

**California State Univ.** Assistant Professor of Strategy **2003- 2005**

**Stanislaus** *Classes taught:* MBA Business Strategy/Policy

Business Strategy/Policy (MBA/Undergraduate)

Principles of Management (MBA/Undergraduate)

 International Business (MBA/Undergraduate)

**University of Oklahoma** Instructor/Research Assistant **1999-2003**

## International Business

###  Business Strategy/Policy

Introduction to Management

#### III: PUBLISHED ARTICLES:

Maley, J. and Kiessling, T. (2021) Global Knowledge Transfers Through Inpatriates: Performance Management, LMX and embeddedness, ***Journal of Global Mobility***. DOI https://doi.org/10.1108/JGM-12-2020-0085

Dabic, M., Vlacic, B. Kiessling, T., Caputo, A. and Pellegrini, M. (2021) Serial Entrepreneurs: Current Knowledge and Future Research Directions, ***Journal of Small Business Management*** https://doi.org/10.1080/00472778.2021.1969657.

Isaksson, L. and Kiessling, T. (2021) Corporate Social Responsibility (CSR) for Engineering Management: The Performance Implications ***IEEE Transactions on Engineering Management*** DOİ: 10.1109/TEM.2021.3091702***.***

Dabic, M., Kiessling, T. and Rattan, V. (2021) Enhancing policies and measurements of intellectual capital: Macro, meso or micro analysis, *Editorial* ***Journal of Intellectual Capital.*** ***DOI 10.1108/JIC-11-2021-391***

Kiessling, T., Maley, J., Moeller, M., Dabic, M.,. (2021) Managing Global Knowledge Transfer: Towards a Conceptual Framework for Inpatriate Manager Embeddedness and Firm Innovation, ***International Business Review***. https://www.sciencedirect.com/science/article/pii/S0969593121000755?dgcid=author

Yasar, B., Martin, T., & Kiessling, T. (2020). An empirical test of signalling theory. ***Management Research Review***. http://doi.org/10.1108/MRR-08-2019-0338

Demirkan, I., Demirkan, S. and Kiessling, T. (2020) Strategic Decision Making of Top Management: Earnings Management and Corporate Acquisitions, ***IEEE Transactions on Engineering Management***. PP(99):1-13 · February http://dx.doi.org/10.1109/TEM.2020.2965170

Kiessling, T., Vlacic, B., and Dabic, M. (2020) Mapping the Future of Cross-Border Mergers and Acquisitions: A Review and Research Agenda, ***IEEE Transactions on Engineering Management***, 0.1109/TEM.2019.2954799

Dabic, M., Kiessling, T., Moeller, M., Richey, G. (2019) Professor Michel Harvey’s Contribution to International Management Studies, ***Journal of World Business***, 231-233.

Dabic, M. and Kiessling, T. (2019) The performance implications of knowledge management and strategic alignment of MNC subsidiaries, ***Journal of Knowledge Management***, 23(8): 1477-1501

Moeller, M., **Kiessling, T.,** Dabic, M., (2018) Ostracism in the Workplace: 'Being Voted off the Island'. ***Organizational Dynamics***, 1-10.

Harvey, M., Dabic, M., Kiessling, T., Maley, J., & Moeller, M. (2017). Engaging in duty of care: Towards a terrorism preparedness plan. ***International Journal of Human Resource Management***, 1-26

Usul, N., Ozdemir, O. **Kiessling. T.** (2017) An Individual’s Stock Investment Decision: Rational Investment or Affective Attraction***. Journal of Behavioral and Experimental Economics*** 68: 97-109

**Kiessling, T.,** Martin, T., & Yasar, B. (2017) The Power of Signaling: Presidential leadership and rhetoric over 20 years, ***Leadership and Organizational Development Journal***. Volume 38 Issue 5 pp. 662 - 678

Moeller, M., Maley, J., Harvey, M., & **Kiessling, T.** (2016). Global Talent Management and Inpatriate Social Capital Building: A Status Inconsistency Perspective. ***International Journal of Human Resource Management***, Vol. 27, No. 9, 991–1012

Galetic, F., Dabic, M., **Kiessling, T.** (2016) Media control: An assessment of privatization in transitional economies, ***Journal of Media Economics,*** 29(3); 111-124.

**Kiessling, T.,** Isaksson, L., & Yasar, B. (2015). Market orientation and CSR: Performance implications. ***Journal of Business Ethics***, 1-16.

Gonzalez-Loureiro, M., **Kiessling, T**., & Dabic, M. (2015). Acculturation and overseas assignments: A review and research agenda. ***International Journal of Intercultural Relations***, *49*, 239-250.

Loureiro, M., **Kiessling, T.**, Dabic, M. (2015) Supply Chain Management as the key to a firm's strategy in the global marketplace: trends and research agenda, ***International Journal of Physical Distribution & Logistics Management,*** 45(1/2): 159 - 181.

Isaksson, L., **Kiessling, T.** and Harvey, M. (2014). CSR: Why Bother? ***Organizational Dynamics***, 43(1): 64-72.

**Kiessling, T.** and Harvey, M. (2014). The Human Resource Management Issues Associated with the Globalization of Distribution/Logistics, ***International Journal of Physical Distribution & Logistics Management***, 44(8/9): editorial***.***

**Kiessling, T.,** Harvey, M., & Akdeniz, L. (2014). The Evolving Role of Supply Chain Managers in Global Channels of Distribution and Logistics Systems. ***International Journal of Physical Distribution & Logistics Management*** 44(8/9): 671-688***.***

Harvey, M., **Kiessling, T.** & Moeller, M. (2013). The ‘Dominos’ that Need to Fall into Place for a Reunification of Korea: Making Sense of a United Korea, ***Journal of East-West Business***, 19(3): 181-198.

Griffith, D., **Kiessling, T**. and Dabic, M. (2012). Aligning strategic orientation with local market conditions: Implications for subsidiary knowledge management, ***International Marketing Review***, 29(4): 379 – 402.

Comez, N. and **Kiessling, T.** (2012). Joint Inventory and Constant Price Decisions for a Continuous Review System, ***International Journal of Physical Distribution & Logistics Management***, 42(2): 174-202.

#### Kiessling, T., Harvey, M., and Moeller, M. (2012). Supply-chain corporate venturing through acquisition: Key management team retention *Journal of World Business*. 47(1): 81-92.

Carlopio, J., Harvey, M. and **Kiessling, T.** (2012). A key to prosperity in hypercompetitive markets: Organizational “Hyperflexibility”, ***Market,*** 24(2): 157-171.

**Kiessling, T.** and Simsek, B. (2011). International Acquisitions: Retention of a Target Firm’s Key Top Personnel for Social Capital ***International Journal of Human Resources Development and Management*** 11(2): 167-178. o

Harvey, M., **Kiessling, T.** and Moeller, M. (2011). Globalisation and the Inward Flow of Immigrants: Issues Associated with the Inpatriation of Global Managers ***Human Resource Development Quarterly***. 22 (2): 177-194.

Harvey, M., Griffith, D., **Kiessling, T.** and Moeller, M. (2011). A Multi-level Model of Global Decision-Making: Developing a Composite Global Frame-of-Reference, ***Journal of World Business,*** 46(2): 177-184.

Duncan, K., **Kiessling, T.** and Harvey, M. (2010). Exploration of Firms’ Strategic Control Mechanisms in Australia and the United States: Implications for Global Governance Structures ***Thunderbird International Review,*** November/December, 52(6): 571-588.

Harvey, M., **Kiessling, T.** and Moeller, M. (2010). A view of entrepreneurship and innovation from the economist “for all seasons”: Joseph S. Schumpeter, ***Journal of Management History***, 16(4): 527 – 531.

Dabic, M., **Kiessling, T**., and Andrijevic- Matovac, V. (2009).An Exploratory Study of Innovation in Croatia: After Independence ***Nase gospodarstvo*** 55(1-2): 40-50.

**Kiessling,** T., Richey, G., Meng, J and Dabic, M. (2009). Exploring Knowledge Management to Organizational Performance Outcomes in a Transitional Economy***, Journal of World Business*** 44(4): 421-433. *(Ranked 21rst in the most cited article.)*

**Kiessling, T.,** Harvey, M., and Moeller, M. (2009). Small and medium size firms top management teams' decision–making in global acquisitions, ***Market***, 21(1): 95-117

**Kiessling, T.** and Harvey, M. (2008). Determining Top Managements 'Value': Pre/Post Acquisition, ***Journal of Business Management***, 14(1): 5-24.

**Kiessling, T.** and Harvey, M. (2008). Globalization of Internal Venture Capital Opportunities in Developing Small and Medium Enterprises’ Relationships., ***International Journal of Entrepreneurship and Innovation Management,***8(3): 233-253.

Harvey, M. **Kiessling, T.** and Richey, R. G. (2008). Global Social Time Perspectives in Marketing: A Strategic Reference Point Theory Application***, International Marketing Review,*** 25(2): 146-165. **Highly Commended Award Winner** at the Literati Network Awards for Excellence 2009.

Richey, R. G., **Kiessling, T.,** Tokman, M. and Dalela, V. (2008). Market Growth through Mergers and Acquisitions: The Role of the Relationship Marketing Manager in Sustaining Performance, ***Industrial Marketing Management*.** 37(4): 394-406.

**Kiessling, T**., Harvey, M., and Heames, J. (2008). Acquisition Issues: Operational Changes to the Acquired Firm’s Top Management Team and Subsequent Performance ***Journal of Leadership and Organizational Studies***. Volume 14, Number 4.

**Kiessling, T.,** Harvey, M. and Dabic, M. (2008). Network Development in Transitional Economies of Central/Eastern Europe: Implications for Knowledge Management and Organizational Performance", ***Journal of East-West Business***, 14(2): 159-186.

**Kiessling. T.** and Harvey, M. (2007). Global Organizational Control: A New Role for Inpatriates, ***Multinational Business Review,*** 14(1)***.***

**Kiessling, T**., Marino, L. and Richey, R. G. (2006). Global Marketing Teams: A Strategic Option for Multinationals’ ***Organizational Dynamics*** 35(3): 237-250.

**Kiessling, T.** and Harvey, M. (2006). The Human Resource Management Issues During an Acquisition: The Target Firm’s Top Management Team and Key Managers, ***International Journal of Human Resource Management*** 17(7): 1307-1320***.***

**Kiessling, T.** and M. Harvey (2005). Global Networks and the Development of Trust: A Dynamic Capabilities Perspective, ***Journal of Marketing Channels*** 11(4): 21-42***.***

**Kiessling, T**. and R. G. Richey (2005). The Valuation of International Acquisitions from a Network Perspective and Market Based Competencies, ***Journal of Business Strategies.*** 22(1): 1-20***.***

Griffith, D., **T. Kiessling** and M. Dabic (2005). An Exploratory Examination into the Challenges to Technology Transfer in the Transitional Economy of Croatia, ***Thunderbird International Business Review.*** 47(2): 163-181.

**Kiessling, T.** and Harvey, M. (2005). Strategic global human resource management research in the twenty-first century: an endorsement of the mixed-method research methodology. ***International Journal of Human Resource Management.*** 16 (1): p22-45.

# Kiessling, T. (2004). Strategy Maps: Converting Intangible Assets into Tangible Outcomes *Journal of Applied Management and Entrepreneurship*, Volume 11: July (Book Review).

Harvey, M and **Kiessling, T.** (2004). The Negative Effects of Being a ‘Late’ Newcomer during an Expatriation Assignment, ***International Journal of Intercultural Relations*** 28(6): 551-576***.***

**Kiessling, T.,** Harvey, M. and Garrison, G (2004). The Importance of Boundary-Spanners in Global Supply Chains and Logistics Management in the 21st Century, **Journal of Global Marketing.** 17 (4): 93-115.

**Kiessling, T.** and R. Glenn Richey, (2004). Examining the theoretical inspirations of a management guru: Peter F. Drucker and the Austrian School of Economics, ***Management Decision***, Vol. 42 (10), pp.1269 – 1283

Harvey, M., **T. Kiessling**, and Novicevic, M. (2003). Staffing Marketing Positions During Global Hypercompetitiveness: A Market-Based Perspective, ***International Journal of Human Resource Management.*** 14 (2): p223-245.

Harvey, M., Novicevic, M. and **T. Kiessling** (2002.). Development of Multiple IQ

Maps for Use in the Selection of Inpatriate Managers: A Practical Theory, ***International Journal of Intercultural Relations.*** 26 (4).

Harvey, M., Novicevic, M. and **T. Kiessling** (2001). Hypercompetition and the Future of Global Management in the 21st Century, ***Thunderbird International Business Review***, 43(5): 599-616***.***

**V. Book Chapter**

Moeller, M., Maley, J. and **Kiessling, T.** (forthcoming) Shaping the Future of Inpatriation Research, Frontiers.

Beyhan, B. and **Kiessling, T.** (Forthcoming) Sabanci University and Educational Entrepreneurship: Great Success in a Tumultuous Turkish Market

Woo, Li**-**Anne, Liu, T., Craig, J. B.and **Kiessling, T.** (2009). Enhancing professional development using international study tours. *Preparing Students for their Professions through Hands-On Engagement and Experience: Model Projects and Programs in Tertiary Education.* Bond University Press. In press.

#### VI. CONFERENCE:

**Kiessling, T.** and Isaksson, L. (2017) Corporate Social Responsibility Performance: Insights on Internal and External Business Strategy EAoM, Baltimore, MD.

**Kiessling, T.** and Isaksson, L. (2015) Stakeholder theory and CSR. INFORMS Marketing Science Conference, Baltimore, MD.

**Kiessling, T.**, Isaksson, L., Yasar, B., Dabic, M. (2014) Market Orientation and CSR: Performance Implications. Academy of International Business, Vancouver Canada.

Eberhard, M. & **Kiessling, T.** (2013). The impact of inter-personal network formality on SME internationalization. Academy of Management, Lake Buena Vista, FL.

**Kiessling, T.**, Siren, C., Harvey, M. and Hakala, H. (2013). Creativity and innovation through Entrepreneurial and Learning Orientations: A Finland Study, EAoM, Baltimore, MD.

Eberhardt, M. and **Kiessling, T.** (2013). Inter-personal Networks, Slack Resources and Firm Internationalisation, Academy of International Business, Istanbul, Turkey.

Moeller, M., Maley, J., Harvey, M., & **Kiessling, T.** (2013). Internationalizing Emerging Market Multinationals, Academy of International Business, Istanbul, Turkey.

**Kiessling, T.,** Harvey, M., Dabic, M. and Duncan, K. (2013). Corporate Governance and Partial Purchases in a Global Context, First International OFEL Conference on Corporate Governance, Dubrovnik, Croatia.

**Kiessling, T.**, Siren, C., Harvey, M. and Hakala, H. (2012). Complementary Effect of Entrepreneurial and Learning Orientations on Dynamic Capabilities and SME Performance: 3rd Annual Research and Policy conference, Washington, DC.

**Kiessling, T.**, and Simsek, B. (2011).. International Acquisitions: Retention of a Target Firm’s Key Top Personnnel for Social Capital 48th Annual Meeting of the Eastern Academy of Management.  Hartford, CT

**Kiessling, T.** and Dabic, M. (2010). Corporate Entrepreneurship: Growth through acquisitions with a focus on target firm TMT retention **Australian Graduate School of Entrepreneurship & Babson Conference,** Sunshine Coast, AU.

**Kiessling, T. and** Duncan, K. (2009).Exploration of Firm Strategic Control in Australia and the United States and Implications for Global Governance Structures, 46th Annual Meeting of the Eastern Academy of Management.  Hartford, CT.

**Kiessling, T.** & Duncan, K. (2008). Leadership and Governance: Agency, Board of Directors, Shareholders Firm Strategic Control: Direct Ownership, Indirect Ownership, Dispersion, and Board of Directors **ANZAM**, Aukland, NZ.

**Kiessling, T.** & Craig, J. (2008). New Venture Growing Pains: When Being Acquired is an Appropriate Remedy **Australian Graduate School of Entrepreneurship/Babson Conference**, Melbourne, AU.

**Kiessling, T.** (2006). Supply Chain Management and Logistics. Society for Marketing Advances.

**Kiessling, T.** and Richey, R. G (2006). CiMAR Conference Review and Presented Global Marketing Teams as a Strategic Option: An Internal Marketing Perspective of Multinational Coordination. Istanbul, Turkey.

**Kiessling, T.** (2004). One of the Greatest Influences to Modern Management: Peter F. Drucker. Southern Management Conference, San Antonio, November 2004

**Kiessling, T.** (2004).Management and Organizational Behavior Session. IEMS conference.

**Kiessling, T.** (2002).Technology Transformations: Culture, Paradigms and

StrategY, **Academy of International Business,** Northeast Division, Salisbury Maryland, September.

**Kiessling, T.** (2002).A Dynamic Capabilities Perspective of Networks in the High-Technology Industry: The Unique Strategy of Strong-Form Trust Through Internal Venture Capital”, **Academy of International Business,** Northeast Division, Salisbury Maryland, September.

**Kiessling, T.** (2002). Business Cycles, Entrepreneurship and Innovation: Austrian School of Economics to Schumpeter to Drucker to Now, **Academy of Management Conference**, Denver Colorado, August, 2002.

**Kiessling, T.** 2001). An agency theory view of the international acquisition strategy: Failure due to pre- and post-contractual problems, TMT, and culture” for the *Strategic Management/Business Policy* track at the **Southern Management Association** Conference, November.

**Kiessling, T.** (2001). International Acquisition Strategy: A Network Perspective, **Strategic Management Association** Conference in San Francisco, CA, October.

Dabic, M., **Kiessling, T.** and Potocan, V (2001). The Role of Knowledge and Technology in Transition Economies, **Global Business and Technology Association** Conference, Istanbul, Turkey, July, 2001.

**VII. PhD Students - completed**

Lars Isaksson (2012). Corporate Social Responsibility: A Study of Strategic

Management and Performance in Swedish Firms.

Manuel Eberhardt (2013). The Role of Inter-personal Networks in SME Internationalization.

**VIII. AWARDS and Service;**

2017 Hakan Orbay Research Award *Sabanci University*

**Business Students Association Excellence in Teaching Award** (given to 1 faculty member

 out of the entire school of over 80 faculty) 2010

School of Business **Dean’s Excellence in Teaching Award** (given to 1 faculty member

 out of the entire school of over 80 faculty) 2009

Beta Gamma Sigma honor society for AACSB collegiate school of Business

Team won **Global Google challenge** where over 120,000 students and professors from almost 100 countries have participated in the past 10 years. 2016

First and Second place of the **Loreal global Brandstorm** challenge where 25,000 students from over 60 countries participated in 2016. 2016

AACSB committee, MBA committee, EMBA committee

Graduate Alumni Fellowship: University of Oklahoma, 1999-2002.

Full Athletic scholarship (soccer and lacrosse): 1980-83.

University of Baltimore

Biddle Scholarship for scholastic achievement: Roanoke College, 1978-1979.

**IX. Editorial**

Editor of *International Journal of Physical Distribution & Logistics Management* Special Issue 2015

Editor of *Journal of Intellectual Capital* Special Issue 2021

Editorial Board of the *Journal of Business Research*

Editorial Board of *Industrial Marketing Management*

Editorial Board of the *International Journal of Technology Management*

Editorial Board *International Journal of Transitions and Innovation Systems (IJTIS)*

Editorial Board *Journal of Business Strategies*

Editorial Board *International Journal of Physical Distribution & Logistics Management*

Reviewer *Journal of International Marketing* 2007-Current (August)

Reviewer *Journal of Business Strategies* 2006-current (October)

Reviewer *Journal of Business Ethics* 2013-current (October)

Reviewer *International Journal of Technological Management* (Feb 2008)

Reviewer *Journal of Applied Social Psychology* (Feb 2008)

Reviewer *Journal of Management and Organization* (March 2008)

Reviewer *Southern Marketing Association* Supply Chain Track. Outstanding Reviewer award.(2005)

Reviewer for the *Thunderbird International Business Review* 2003.

Ad-hoc Reviewer for the *Strategic Management Journal* 2001, 2002

Ad-hoc Reviewer for the *Academy of Management Journal* 2002.

# X. AWARDS AND HONORS:

Beta Gamma Sigma honor society for AACSB collegiate school of Business

Graduate Alumni Fellowship: University of Oklahoma, 1999-2002.

Full Athletic scholarship (soccer and lacrosse): 1980-83. University of Baltimore

Biddle Scholarship for scholastic achievement: Roanoke College, 1978-79.

# XI. TEACHING

**Student Evaluations**: consistently above the top 5% mean of business faculty (supplied upon request) for Undergraduate, Graduate and Executive.

**Prestigious Teaching awards (given to 1 faculty member out of 60+)**

**XII. CONSULTING:**

Stress Management Business Ethics

 Governance Change Management

 Motivation Leadership

 Issues in Health Care Workers Goal Setting

Time Management Business Strategy

Finance International Business

**XIV. PROFESSIONAL EXPERIENCE:**

**Stella Natural Resources**

Non-Executive Board of Directors/Chair Audit Committee 2017-2019

**Tepe Construction** (CFO/USA)2017-2019

**Glencore/ Xstrata ($240 billion)** (Management Consultant)2008-2013

**Board of Directors: Quantum Bio Energy** 2008-2009

**Board of Directors: Gold Coast Film Festival** 2007-2008

#  SCI (Sales $3.5 billion) 98-99

 *Senior Executive/Board of Directors/Chief Financial Officer/Europe*

Responsible for all financial, infrastructure, and operational duties for Europe: mergers and acquisitions, strategy, and management. Resided in the Netherlands

 **Booz-Allen & Hamilton** (Sales $7.9 billion)

*International Division Financial Manager* **97-98**

Responsibilities included financial statement analysis, strategic planning, and implementing start-up and continuing operations internationally (Hong Kong, Australia, Poland, England, France, Latin America, South Africa, Moscow, Thailand, and Indonesia).

**Northrop-Grumman** (Sales $37 billion) **93-97**

Sr. Internal Management Consultant, Corporate headquarters, BDM International Division

Responsibilities included acquisition due diligence, and internal audit and consulting in Oman, Saudi Arabia, Egypt, Netherlands, Germany, Turkey, throughout US.

 *Middle East Financial Manager, Vinnell Division*

Resided in Turkey and traveled extensively (Oman, Saudi Arabia, Egypt, Bahrain, Abu Dhabi, Dubai, and Netherlands).

 *Business Manager,**Logistics and Transportation Services, Inc. Division*

Responsible for all Financial Reporting including budgeting, forecasts, and Bid and Proposal preparation. Performed various marketing functions through international travel (Turkey, Oman, Saudi Arabia, and Egypt).

 *Consulting* **91-93**

Tax preparation, installation of accounting software packages,

finance and budgeting for start-up firms.

**SAFT America**(Division of **Alcatel,** France, Manufacturer ($20 billion)  **89*-*91**

 *Controller*

**Anderson Pontiac** (Division of Automobile Conglomerate) **87-89**

 *Controller*

 **PriceWaterhouseCoopers**   **85-86**

 *Auditor*

**McBee Associates 83-85**

*Health Care Consultant*