

School of Business and Economics, Fayetteville State University
Fayetteville , North Carolina

August 1986 - July 2006 Associate Professor
Fayetteville State University
Fayetteville, NC

January 1983 - January 1986 Assistant Professor: Department of Business Administration
School of Business and Economics, Fayetteville State University
Fayetteville, North Carolina

CONSULTING EXPERIENCES (Practical)

January 2002 - 2002 Developed a Strategic Plan for the DBE Program , NC Department of Transportation
Fayetteville, North Carolina
Developed a Strategic Plan for the Disadvantaged Business Enterprise (DBE)
Program

January 2001 - 2001 Designed and Developed a Manufacturing Performance Database, Black & Decker
Corporation
Fayetteville, North Carolina

January 2000 - 2000 Developed on-line Database for DBE Firms in North Carolina, NC Department of
Transportation
Fayetteville, North Carolina

January 2000 - 2000 Identification of Demand for a Light Industrial Park in the Eufaula Street, City of
Fayetteville
Fayetteville, North Carolina

January 1998 - 1998 Developed Bid Simulation Software for the DBE Program, NC Department of
Transportation
Fayetteville, North Carolina

January 1998 - 2004 Established Minority & Women Participation Goals for DBE Goal Setting Prog., NC
Department of Transportation and Federal Transportation Administration
Fayetteville, North Carolina

January 1997 - 1998 Developed & Implemented Training Programs for Women & Minorities in Highway
Con, NC Department of Transportation
Fayetteville, North Carolina
Developed & Implemented Training Programs for Women & Minorities in Highway
Construction

- January 1996 - 1996 Conducted Survey to address low Participation Rates of Women & Minorities, The Bennington Corporation
Fayetteville, North Carolina
Conducted Survey to address the low Participation Rates of Women and Minorities in the Heavy Highway Construction Industry
- January 1996 - 1996 Developed a Waiting Time Model for the Management of Clients, Cumberland County of Social Services
Fayetteville, North Carolina
- January 1995 - 1995 Developed an Optimization Model for Enhancing Response Time & Coverage -Amb, Cape Fear Health System
Fayetteville, North Carolina
Developed an Optimization Model for Enhancing the Response Time and Coverage for Ambulances

INTELLECTUAL CONTRIBUTIONS

Refereed Journal Publications

2006. Lightner C, Tavakoli A. [Developing a Mathematical Model for Locating Facilities and Vehicles to Minimize Response Time](#), *Applied Business Research*, 22 (2) pp. 17-26
2006. Tavakoli A, Gurley K, Truong D. [A Cross-Cultural Study of Whistleblowing: A Comparison of Attitude and Intentions Between Russian and American Managers](#), *International Journal of Business and Economics Perspectives*, 1 (2) pp. 11-25
2006. Lightner C, Tavakoli A. Implementing Mathematical and Simulation Models for Locating Facilities and Vehicles to Minimize Response Time, *International Journal of Business and Public Administration*, 3 (1) pp. 39-50
2003. Tavakoli A, Lightner C. Implementing a Mathematical Model for Locating EMS Vehicles in Fayetteville, NC, *Computers & Operations Research*, 31 (9) pp. 1549-1563
2003. Tavakoli A, Keenan J. Culture and Whistleblowing: An Empirical Study of Croatian and United States Managers Utilizing Hofstede's Cultural Dimensions, *Journal Of Business Ethics*, 0000 (0000) pp. 0000
1991. Tavakoli A, Manoochehri G. Impact of Computer Intergrated Manufacturing on the Business Strategy, *American Business Review*, 0000 (0000) pp. 0000

Refereed Proceedings and Presentations

2003. Gurley K, Tavakoli A . Business Integration: Case Study of a Family Owned Scrap Recycling Business, *Proceedings of the North American Case Research Association*, Tampa FL
2003. Tavakoli A, Lari A . Culture and Whistle blowing: An Empirical Study of Croatian and Iranian Managers Utilizing Hofstede's Cultural Dimensions, *Proceeding of Global Business and Technology Association 2003 International Conference*, Budapest Hungary
2002. Tavakoli A, Gurley K . The Re-engineering Challenge: A Case Study, *Proceedings of the The 10th Annual Southeast Case Research Association (SECRA)*, Myrtle Beach South Carolina
2002. Gurley K, Tavakoli A . Kerrie's Challenge: Leading an Unpopular Change, *Proceedings of the North American Case Research Association*, Baniff Canada

Refereed Proceedings Not Presented

2006. Davis C, Jackson P, Tavakoli A, Vickers . Servant Leadership: A Strategic Approach for the Training of Leaders in Less Developed Countries, *Proceedings of the The International Academy of Business and Public Administration Disciplines (IABPAD)*, Dallas, Texas

2006. Tavakoli A, Truong D, Jackson P. A Study of Whistleblowing: A Cross-Cultural Comparison of Attitudes and Behavioral Intentions between Russian and American Managers, *International Association of Business and Public Administration*, Dallas, TX
2005. Tavakoli A, Nijhawan I. Business Decisions Before and After Devaluation: A Case Study of the Mexican Devaluation, *Proceedings of the Global Forum on Management Education*, Santiago, Chile
2005. Tavakoli A, Nguyen N. The Usage of Web-Based Marketplaces for Purchasing: An Empirical Study in America, *International Conference on Web Services*, Orlando, Florida
2005. Lightner C, Tavakoli A. Implementing A Mathematical Model For Locating Facilities And Vehicles To Minimize Response Time, *Proceedings of the 2005 International Academy of Business and Public Administration*, Fayetteville, NC
2005. Tavakoli A, Truong D, Nguyen V. The Usage of Web-Based Marketplaces for Purchasing: An Empirical Study in America, *The International Symposium on Management, Engineering and Informatics*, Orlando, FL
2005. Davis C, Jackson P, Tavakoli A, Vickers D. Servant Leadership: A Strategic Approach for the Training of Leaders During Crisis in Lesser Developed Countries, *International Academy of Business and Public Administration Disciplines*, Dallas, Texas
2004. Tavakoli A, Jackson P, Lari A. Culture and Whistleblowing: An Empirical Study of Croatian and Iranian Managers Utilizing Hofstede's Cultural Dimensions, *The Association for Global Business*, Cancun, Mexico
2004. Tavakoli A. Modeling A Small Business Disaster Recovery Program: A Case of Hurricane Floyd in North Carolina, *The International Association of Business and Public Administration Disciplines (IABPAD)*, Dallas, Texas
2004. Tavakoli A, Benedicktus R. Recover Prior to Succession: A Case Study of a Family Business Facing Unexpected Turmoil, *Proceeding of SBIDA*, Clearwater, Florida
2003. Tavakoli A, Crnjak B, Lari A. Culture and Whistleblowing: An Empirical Study of Croatian and Iranian Managers Utilizing Hofstede's Cultural Dimensions, *Proceeding of Ninth Cross-Cultural Research Conference*, Jamaica, Jamaica
2002. Tavakoli A, Keenan J, Crnjak B. Culture and Whistleblowing: A Study of Croatian and American Managers, *Proceedings of International Conference on Business Ethics in the Knowledge Economy*, Hong-Kong, Hong-Kong
2002. Tavakoli A, Nijhawan I. Shattered Dreams: A Case Study of a Floundering Business, *Proceedings of the Academy of Economics and Finance*, Fayetteville, North Carolina
2001. Tavakoli A, Robinson D. The Effect of Traffic Flow Improvements on Driver Attitudes Towards Pavement Marking and Other Traffic Control Devices and on Pedestrian Safety, *Proceedings of International Conference on Traffic Safety on Three Continents*, Moscow, Moscow
1998. Nijhawan I, Tavakoli A, Ellis R. The Economics and Politics of Juvenile Crime: A Case Study of A Southern County, *Papers and Proceedings of the Academy of Economics and Finance 25th Annual Meeting*, Montgomery, AL
1998. Tavakoli A, Crnjak B. Internationalization Strategy and Small Transitional Economies, *Proceedings of the The Fourth International Conference on Public and Private Sector Partnership: Fostering Enterprise*, Ljubljana, Slovenia
1998. Tavakoli A, Nijhawan I. The Economics and Politics of Juvenile Crime and Curfew: A Case Study of A Southern County, *Proceedings, Academy of Economics and Finance*, Montgomery, Alabama
1997. Bajwa D, Tavakoli A. An Investigation of Key Antecedents of Perceived Service Quality with Information Services Function in a Multinational Corporation, *Proceedings, Decision Science Institute*, San Diego, California
1997. Tavakoli A. Business Incubators: An Opportunity for the Advancement of Free Enterprise in Emerging Markets, *Proceedings, The Third International Conference on Public and Private Sector Partnerships*, Ljubljana, Slovenia
1996. Tavakoli A, Grove P. Reducing Waiting Time at Cumberland County Department of Social Services: An Application of Queuing Theory, *Proceedings, International Allied Academy*, Hawaii, Hawaii
1995. Roayaei J, Tavakoli A. Hospital Performance Index: A Discrete Optimization Approach for Quality Assurance, *Proceedings, The Institute of Operations Research and Management Science*, New Orleans, Louisiana
1995. Bajwa D, Tavakoli A. Perceptions of Health Care Quality: The Role of Gender, *Proceedings, Decision Science Institute (DSI) National Meeting*, Massachusetts, Massachusetts
1995. Tavakoli A. An Empirical Study of the Economic Impact of SCORE's Counseling Services in North Carolina, *Proceedings, The Small Business Directors' Association-Region IV Annual Conference*, Jacksonville, Florida

1995. Bajwa D, Tavakoli A. Pitfalls in Implementing Service Quality Management: A Longitudinal Case Study, *Proceedings of Decision Science Institute (DSI)*, Wilmington, North Carolina
1992. Manoochchri G, Tavakoli A. Defining Quality in Outpatient Health Care-An Empirical Comparison of Patients and Physicians' Views, *Proceedings of Decision Science Institute (DSI) National Meeting* , San Francisco, California
1990. Tavakoli A. CIM: A Review of Porter's Generic Business Strategies, *Proceeding of the Fourth International Conference on Expert Systems in Production and Operations Management*, Hilton Head, South Carolina
1990. Tavakoli A. Focused Factory: A Survey of Managers' Opinions at Deccles, Inc., *Proceedings of the Midwest Decision Science Institute* , Minneapolis, Minnesota
1990. Tavakoli A. A New Look at the Human Side of the Focused Factory, *Proceedings of the Western Science Institute* , Vancouver, Canada
1989. Tavakoli A, Goodwin C. Managing Technology: Effects of Instructional Software, *Proceedings of the 17th Annual North American Conference of International Business Schools Computers Users Group* , Hershey, Pennsylvania
1989. Tavakoli A. Focused Strategy: A Survey of Employees' Attitude Towards Change, *Proceedings of the Midwest Business Administration Association Meeting*, Chicago, Illinois
1988. Tavakoli A. Productivity Measurement in the Service Industry: Analysis and Application, *Proceedings of the Decision Sciences Institute (DSI) Annual Meeting*, Las Vegas, Nevada
1988. Tavakoli A, Barrett L. Productivity Measurement in the Service Industry: A Case of a Therapeutic Recreation Department, *Proceedings of the Southern Management Association*, Atlanta, Georgia
1988. Tavakoli A. An Empirical Investigation of Managerial Training Needs, *Proceedings of the Southwest Decisions Institute*, San Antonio, Texas
1988. Tavakoli A. Focused Factory: The Successful Turnaround Strategy of Deccles, Inc., *Proceeding of the Southwestern Decision Sciences Institute* , San Antonio, Texas
1987. Tavakoli A. Organizational Change as Related to Computer Integrated Manufacturing(CIM) Systems, *Proceedings of the Southern Management Association*, New Orleans, Louisiana
1987. Tavakoli A. Organization and Management Process Under Computer Integrated Manufacturing, *Proceedings of the Applied Simulation and Modeling* , Santa Barbara, California
1987. Tavakoli A. The Impact of CIM on the Choice of a Manufacturing Strategy and the V-Curve, *Proceeding of the Southwest Decision Institute*, Houston, Texas
1986. Tavakoli A. Optimum Conjunctive Allocation and Use of Surface and Ground Water in Varamin, *Proceedings of the Applied Simulation and Modeling* , Vancouver, Canada
1985. Tavakoli A. A Chance Constrained Optimization Model for the Allocation of Water for Urban-Rural Use, *Proceedings of the Applied Simulation and Modeling*, Montreal, Canada

Refereed Presentations (Not in Proceedings)

2006. Wishart C, Tavakoli A. Recovery Prior to Succession: a Case Study of a Family Business Facing Unexpected Turmoil, *South East Case Research Association (SECRA) Conference*, Fayetteville North Carolina
2004. Tavakoli A. DBE Program Goal Setting Methodology, *NCDOT Transportation Board*, Fayetteville North Carolina
2003. Tavakoli A. Goal Setting Methodology, *USDOT Southern Regional Transportation Conference*, Fayetteville North Carolina
2003. Tavakoli A. DBE Program Goal Setting Methodology, *NCDOT Transportation Board*, Fayetteville North Carolina
2002. Tavakoli A. DBE Program Goal Setting Methodology, *NCDOT Transportation Board*, Fayetteville North Carolina
2002. Tavakoli A. Strategic Planning for the DBE Program, *USDOT Southern Regional Transportation Conference*, Fayetteville North Carolina
2001. Tavakoli A. NCDOT DBE GOal Setting: Incorporating the Influence of Availability, Utilization and Disparity on the Goal Setting Process, *National Academy of Science, Transportation Review Board, Annual Conference*, Washington District of Columbia
2000. Tavakoli A. DBE Program Goal Setting Methodology, *Research Transportation Board International Conference*, Washington District of Columbia

- 2000. Tavakoli A. How to Market Your Business, *Contractors' College*, Fayetteville North Carolina
- 1997. Tavakoli A. A Cumberland County EMS-Optimization Models for Enhancing the Response Time and Coverage for Ambulances, *Decision Sciences Annual Meeting*, San Diego California
- 1997. Tavakoli A. A Business Incubators: An Opportunity for the Advancement of Free Enterprise in Emerging Markets, *Third International Conference on Public and Private Sector Partnerships*, Ljubljana Slovenia
- 1997. Tavakoli A. An Interactive Database on the WWW for the NC DBE Directory, *4 Civil Rights Conference*, Biloxi Mississippi
- 1997. Tavakoli A. A Comparative Study of the Geographical Distribution of Minority and Woman Owned Firms and Highway Construction Projects in NC, *Civil Rights Conference*, Columbia South Carolina
- 1997. Tavakoli A. Application of Quantitative Methods in Health Care, *Cape Fear Valley Medial Center*, Fayetteville North Carolina
- 1997. Tavakoli A. Application of Quantitative Methods in Health Care, *Veterans Administration Medical Center*, Fayetteville North Carolina
- 1996. Tavakoli A. Reducing Waiting Time at Cumberland County Department of Social Services: An Application of Queuing Theory, *Cumberland County Department of Social Services*, Fayetteville North Carolina
- 1996. Tavakoli A. Partnership for Total Quality Management, *Sprint Mid Atlantic*, Wake Forest North Carolina
- 1996. Tavakoli A. Customer Satisfaction Survey, Quality Function Deployment, *Standard Products Company*, Goldsboro North Carolina

Refereed Book Chapter

- 2007. Gurley K, Tavakoli A. Kerrie's Challenge: Leading an Unpopular Change, (Ed.)D. Lester and J Parnell, *Organizational Theory: A Strategic Perspective*, (pp. ****), ISBN: 0000000000 Atomic Dog Publishing

Refereed Cases

- 2006. Gurley K, Tavakoli A. Simon Salvage Case: A Case of a Family Business, *Case Research Journal*
- 2003. Nijhawan I, Tavakoli A. Reviving a Floundering Business: A Case Study of a Family Business with Multiple Plants, *Journal of the International Academy for Case Studies*
- 2001. Tavakoli A, Nijhawan I. Trial Tribulation of Failing Business: A Case Study of Family Owned Supply Company, *Journal of the International Academy for Case Studies*

GRANTS

Internal

- 2007. Tavakoli A. *Increasing the Presence of Minorities in the Transportation Industry-Summer Internship*, Funded By: NC Department of Transportation. Amount: \$7,000.00
Increasing the Presence of Minorities in the Transportation Industry-Summer Internship
- 2005. Tavakoli A. *Seed Money, MBA - Healthcare Program*, Funded By: Cape Fear Valley Health System. Amount: \$30,000.00
Seed Money, MBA - Healthcare Program
- 2005. Tavakoli A. *MBA Competition Support*, Funded By: Small Business and Technology Development Center. Amount: \$1,500.00
MBA Competition Support - \$1,500 Annually
- 1999. Tavakoli A. *Identification of Demand for a Light Industrial Park in the Eufaula Street Area*, Funded By: City of Fayetteville. Amount: \$24,000.00
Identification of Demand for a Light Industrial Park in the Eufaula Street Area
- 1997. Tavakoli A. *Master Redevelopment Plan for College Heights*, Funded By: Fayetteville State University. Amount: \$50,000.00

Master Redevelopment Plan for College Heights

1997. Tavakoli A. *Pre-Employment Training Program for Women and Minorities in Highway Construction*, Funded By: US Federal Highway Administration and NC Department of Transportation. Amount: \$50,000.00
Pre-Employment Training Program for Women and Minorities in Highway Construction
1997. Tavakoli A, Ellis R. *Business Incubator for College Heights, Fayetteville, NC*, Funded By: US Department of Housing and Urban Development. Amount: \$400,000.00
Business Incubator for College Heights, Fayetteville, NC
1996. Tavakoli A. *On the Job Training for Women and Minorities*, Funded By: NC Department of Transportation. Amount: \$42,000.00
On the Job Training for Women and Minorities
1991. Tavakoli A. *Attracting and Preparing Minority Students for Graduate Studies*, Funded By: US Department of Transportation. Amount: \$53,120.00
Attracting and Preparing Minority Students for Graduate Studies
1990. Tavakoli A. *Minority Participation in Graduate Education*, Funded By: US Department of Education. Amount: \$84,640.00
Minority Participation in Graduate Education

External

2000. Tavakoli A. *e-Lab for Student Advancement in Mathematics and Science*, , Funded By: US Department of Defense, Army Research Office. Amount: \$200,000.00
e-Lab for Student Advancement in Mathematics and Science

INSTITUTIONAL SERVICE

HONORS AND AWARDS

2006. Award, Research, Best Research Award International Association of Business and Public Administration Conference
2003. Award, Research, Distinguished Research Award, for "Reviving a Floundering Business: A Case Study of a Family Business with Multiple Plants" International Academy for Case Studies
2002. Award, Research, Distinguished Research Award for "Shattered Dreams: A Case Study of a Floundering Business" International Academy for Case Studies
2000. Award, Service-Community, Minority Enterprise Development Corporate Partnership Award Cumberland Regional Improvement Corporation

REFERENCES

Dr. Eugene Wright

Dr. Inder Nijhawan

Ms. Sylvia Ray

