

## **CHRISTOPHER L. SHOOK**

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**1906 College Heights Blvd #11056  
Western Kentucky University  
Bowling Green, KY 42101-1056**

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### **PROFESSIONAL EXPERIENCE**

Western Kentucky University, Gordon Ford College of Business  
Dean, 2019 to Present  
Mattie Newman Ford Professor, 2019 to Present

University of Montana, College of Business  
Sprunk & Burnham Endowed Dean, 2016 to 2019  
Professor, 2016 to 2019

Auburn University, Department of Management  
Professor, 2011 - 2016  
Chair of the Management Department, 2011- 2015  
Director, Lowder Center for Family Business and Entrepreneurship, 2008 – 2011  
Associate Professor with Tenure, 2005 – 2011  
Assistant Professor, 2003- 2005

Academy of Economic Studies, Bucharest, Romania  
Fulbright Scholar, Spring 2006

University of Texas at Arlington, Department of Management  
Assistant Professor, 1998-2003

ESCEM School of Business and Management, Poitiers, France  
Visiting Professor, Spring 2003

Ecole Superieure de Commerce de Pau, France  
Professeur Associe, Spring 2002  
(Joint appointment with University of Texas at Arlington)

Northern Illinois University, Department of Management  
Assistant Professor, 1996-1998

Federal Reserve Bank of Kansas City, Oklahoma City Branch  
Coordinating Analyst and Examiner, 1989-1992

Oatley and Company, P.C., and Anderson and Whitney, P.C., Denver and Greeley, CO  
Certified Public Accountant, 1984-1988

## EDUCATION

Louisiana State University  
Ph.D. in Business Administration, 1997  
Major Field: Strategic Management  
Minor Field: Marketing

University of Mississippi  
M.B.A., 1989

Colorado State Board of Accountancy  
Certified Public Accountant Certificate, 1985

University of Northern Colorado  
B.S. in Accounting, 1984

## RESEARCH INTERESTS

Exploration and exploitation of entrepreneurial opportunities  
Strategic decision-making processes  
The reciprocal relationship of performance and strategy  
Methodological issues in strategy and entrepreneurship research

## JOURNAL ARTICLES

Mazzei, M.J., Ketchen, D.J. & Shook, C.L. 2017. Understanding strategic entrepreneurship: a “theoretical toolbox” approach. *International Entrepreneurship and Management Journal*, 13:631-663. doi:10.1007/s11365-0160419-2

Connelly, B.L., Ketchen, D.J., Gangloff, K. A. and Shook, C.L. 2016. Investor reactions to CEO successor selection in the wake of integrity and competence failures: A policy capturing study. *Strategic Management Journal*, 37: 2135-2151. doi: 10.1002/smj.2430

Gangloff, K.A., Connelly, B.L., and Shook, C.L. 2016. Of scapegoats and signals: Investor reactions to CEO succession in the aftermath of wrongdoing. *Journal of Management*. 42: 1614-1634. doi:10.1177/0149206313515521  
Synopsisized as a Research Brief and distributed by The Center for Executive Succession, Darla Moore School of Business, University of South Carolina

- Mazzei, J.M., Gangloff, K.A. and Shook, C.L. 2015. Examining multi-level effects on Corporate social responsibility and irresponsibility. Management and Marketing Challenges for the Knowledge Society, 10(3): 163-184
- Tocher, N., Oswald, S., Shook, C.L., and Adams, G.L. 2012. New venture performance: The role of principal's social effectiveness. Entrepreneurship and Regional Development, 24: 283-305
- Combs, J.G., Ketchen, D.J., Shook, C.L. and Short, J.C. 2011. Antecedents and consequences of franchising: Past accomplishments and future challenges. Journal of Management, 37: 99-126.
- Short, J.C., Ketchen, D.J., Shook, C.L., and Ireland, R.D. 2010. The concept of opportunity in entrepreneurship: Past accomplishments and future challenges. Journal of Management, 36: 40-65.
- Crook, T.R., Shook, C.L., Morris, M.L. and Madden, T.M. 2010. Are we there yet? An assessment of research design and construct measurement practices in entrepreneurship research. Organizational Research Methods, 13: 192-206.
- Scarborough, S., Haynie, J.J., and Shook, C.L. 2010. Board composition, process, and activism: Evidence within American firms. Management and Marketing, 5: 3-18.
- Crook, T.R. Shook, C.L., Morris, M.L. and Madden, T.M. 2010. A review of current construct measurement in entrepreneurship. International Entrepreneurship and Management Journal, 6(4): 387-398.
- Shook, C.L. and Bratianu, C. 2010. Entrepreneurial intent in a transitional economy: An application of the theory of planned behavior to Romanian students. International Entrepreneurship and Management Journal, 6: 231-247.
- Gregory, B.T., Harris, S.G., Armenakis, A.A., and Shook, C.L. 2009. Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. Journal of Business Research, 62: 673-679.
- Mazzei, M.J. Shook, C.L., and Ketchen, D.J. 2009. Selling strategic issues: Crafting the content of the sales pitch. Business Horizons, 52: 539-543.
- Voges, K.E. and Shook, C.L. 2009. Managing customer satisfaction in privatized relationships: Understanding the role of organizational context. Journal of Applied Management and Entrepreneurship, 14: 40-58.
- Shook, C.L., Adams, G.L., Ketchen, D.J., and Craighead, C.W. 2009. Towards a "theoretical toolbox" for strategic sourcing. Supply Chain Management: An International Journal, 14: 3-10.

- Ketchen, D.J., Adams, G.L. and Shook, C.L. 2008. Understanding and managing CEO celebrity. Business Horizons, 51: 529-534.
- Dean, M.A., Shook, C.L. and Payne G.T. 2007. The past, present, and future of entrepreneurship research: Data analytic trends and training. Entrepreneurship Theory and Practice, 31(4): 601-618
- Tocher, N., Shook, C.L. and Giles, W. F. 2007. Training in small firms: An analysis of when small firms should emphasize formal and informal training to maximize performance. Journal of Business and Entrepreneurship, 19(1): 76-91.
- Bratianu, C. and Shook, C.L. 2006. A comparative analysis of American and Romanian business education programs. Management and Marketing, 1(2): 3-14.
- Henley, A.J., Shook, C.L., and Peterson, M. 2006. The presence of equivalent models in strategic management research using structural equation modeling: Assessing and addressing the problem. Organizational Research Methods, 9(4): 516-535.
- Shook, C.L., Payne, G.T. and Voges, K.E. 2005. The “what” in top management group conflict: The effects of issue labels. Journal of Managerial Issues, 17: 162-177.
- Walters, B.A., Priem, R.L., and Shook, CL. 2005. Chief executive scanning emphases and the dominant logic of the business-level strategy. Journal of Small Business Strategy, 15(2): 19-22.
- Voges, K.E., Priem, R.L, and Shook, C.L. 2004. Sources of Environmental uncertainty perceived by public sector managers: Underlying dimensions and taxonomy. International Journal of Organization Theory and Behavior, 7: 1-21.
- Shook, C.L., Ketchen, D.J., Hult, T., and Kacmar, J.M. 2004. An evaluation of structural equation modeling in strategic management research. Strategic Management Journal, 25: 397-404.
- Shook, C.L., Ketchen, D.J., Cycyota, C.S., and Crockett, D. 2003. Data analytic trends in strategic management research. Strategic Management Journal, 24: 1231-1237.
- Shook, C.L. and McGee, J.E. 2003. Evaluating performance: Referents in entrepreneurial and small businesses. Journal of Business and Entrepreneurship, 15: 50-63.
- Shook, C.L., Priem, R.L., and McGee, J.E. 2003. Venture creation and the enterprising individual: A review and synthesis. Journal of Management, 29: 379-399.

McGee, J.E. and Shook, C.L. 2001. Responding to industry consolidation in fragmented industries: The role of capabilities in small business survival. Journal of Small Business Strategy, 11: 21-32.

Ketchen, D.J., Combs, J.G., Russell, C.J., Shook, C.L., et al. 1997. Organizational configurations and performance: A meta-analysis. Academy of Management Journal, 40: 222-240.

Bruton, G.D., Keels, J.K., and Shook, C.L. 1996. Downsizing the firm: Answering the strategic questions. Academy of Management Executive, 10: 38 - 45.  
Reprinted in Minnesota Journal of Business, Winter, 1997, 22-26.

Ketchen, D.J. and Shook, C.L. 1996. The application of cluster analysis in strategic management research: An analysis and critique. Strategic Management Journal, 17: 441 - 458.

Shook, C.L. 1995. Old City: The forgotten parallel to Yankee City, International Journal of Public Administration, 18: 1795 – 1813.

## **OTHER PUBLICATIONS**

Shook, C.L. 2014. Guest Editorial. Understanding social entrepreneurship: Let's take a closer look at the man looking in the mirror. Management & Marketing, Challenges for the Knowledge Society, 9: 103-104.

Shook, C.L. 2008. Book review: Research methodology in strategy and management. Organizational Research Methods, 11:853-854.

Combs, J.G., Crook, T.R., and Shook, C.L. 2005. The dimensionality of organizational performance and its implications for strategic management research. In, D.J. Ketchen and D.D. Bergh (Eds.), Research Methodology in Strategy and Management, 2: 259-286.

Shook, C.L. 2003. Looking for insights in all the right places: What executives pay attention to impacts firm performance. Academy of Management Executive, 17: 149-151. (Research Brief).

Shook, C.L. 1998. Turning around turnaround research: The value of process in advancing knowledge. In, L.W. Foster and D.J. Ketchen (Eds.), Advances in Applied Business Strategy, 5: 261-280.

## **PRESENTATIONS**

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- Gangloff, K., Connelly, B.L. and Shook, C.L. 2013. Signaling in the Aftermath of Wrongdoing: Investor Reactions to Turnover at the Top. Academy of Management Meeting, Orlando, FL.
- Hersel, M.C., and Shook, C.L. 2013. Team-based HRM practices: through a strategic lens. EAM-International, Seville, Spain,
- Tocher, N., Oswald, S.L., Shook, C.L., and Adams, G.L. 2009. Social capital and new venture performance: What does social competence have to do with it? Southern Management Association Meeting, St Pete Beach, FL.
- Scarborough, S., Haynie, J. and Shook, C.L. 2008. An empirical study of the antecedents of board activism. Academy of Management Meeting, Anaheim, CA.
- Tocher, N., Oswald, S.L., Shook, C.L., and Adams, G.L. 2008. New venture success: The role of principal's social effectiveness. Academy of Management Meeting, Anaheim, CA.
- Voges, K.E., Payne, G.T. and Shook, C.L. 2008. Buyer-seller publicness dissimilarity and red tape in privatized relationships. Southwest Academy of Management Meeting, Houston, TX
- Shook, C.L. and Bratianu, C. 2007. Entrepreneurial Intent in a transitional economy: An application of the Theory of Planned Behavior to Romanian Students. Southern Management Association Meeting, Nashville, TN
- Tocher, N., Shook, C. L., & Giles, W. F. 2006. Training in small firms: The relationships of informal and formal training, source of competitive advantage, and firm performance. International Conference on Commerce, Bucharest Romania.
- Dean, M.A., Shook, C.L. and Payne G.T. 2005. The past, present, and future of entrepreneurship research: Data analytic trends and training. Academy of Management Meeting, Honolulu, HI
- Gregory, B., Harris, S.G., Armenakis, A.A. and Shook, C.L. 2005. Organizational culture, learning orientation, and effectiveness. Academy of Management Meeting, Honolulu, HI
- Henley, A.J. and Shook, C.L. 2004. The prevalence and effects of equivalent models in strategic management research. Southern Management Association Meeting, San Antonio, TX.
- Voges, K.E. and Shook, C.L. 2004. *Pas de deux*: A study of the interplay of sources of social capital between key liaisons and dimensions of publicness similarity with

- performance outcomes in privatized operations. Academy of Management Meeting, New Orleans, LA.
- Shook, C.L. and McGee, J.E. 2004. Do minority small businesses use different performance referents to evaluate performance? Academy of Management Meeting, New Orleans, LA.
- McGee, J.E., Shook, C.L., and Gresham, G. 2003. The relationship between an entrepreneur's personal network and perceived environmental uncertainty: An examination of the moderating role of internationalization. Eastern Academy of Management International Meeting, Porto, Portugal. Nominee for Best Paper Award.
- Shook, C.L., Voges, K.E. and Scarborough, S. L. 2002. Organizational issue interpretations and labels as antecedents of conflict among hospital managers. Academy of Management Meeting, Denver, CO.
- Dodd-Walker, E., Shook, C.L., and McGee, J.E. 2002. Do minority and nonminority business owners evaluate firm performance differently? United States Association for Small Business and Entrepreneurship Meeting, Reno NV.
- Voges, K.E., Shook, C.L. and Priem, R.L. 2001. Sources of environmental uncertainty perceived by public sector managers: Underlying dimensions and taxonomy. Academy of Management Meeting, Washington, D.C.
- McGee, J.E. and Shook, C.L. 2000. Responding to industry consolidation in fragmented industries: Which distinctive competencies matter? Academy of Management Meeting, Toronto, ON.
- Crockett, D.R., Shook, C.L, and Cycyota C.S. 2000. The conceptualization and measurement of organizational performance over time: An analysis and critique of strategic management research. Southern Management Association Meeting, Orlando, FL.
- Shook, C.L. 2000. Strategic issue labels as antecedents of conflict in strategic decision making. International Conference of the Strategic Management Society, Vancouver, BC. Nominated for McKinsey/SMS Best Conference Paper Prize.
- Shook, C.L., Palmer, T.B., and Ketchen, D.J. 1998. Hospital managers' choice of performance referents pre and post turnaround. Academy of Management Meeting, San Diego, CA.
- Shook, C.L. and Ketchen, D.J. 1997. Hospital turnaround: A context-specific examination of the performance implications of strategy content and strategy process fit and strategy and cause of decline fit. Academy of Management Meeting, Boston, MA.

Shook, C.L. and Ketchen, D.J. 1997. Antecedents and consequences of cognitive and affective conflict in declining organizations. Strategic Management Society Meeting, Barcelona, Spain

Palmer, T.B., Ketchen, D.J., and Shook, C.L. 1996. Beyond industry averages: The choice of performance referents in declining organizations. Strategic Management Society Meeting, Phoenix, AZ.

Shook, C.L., Keels, J. K., and Bruton, G.D. 1995. Convergent and reorientation downsizers: Post-downsizing performance. Southwest Academy of Management Meeting, Houston, TX.

Ketchen, D.J., Combs, J.G., Russell, C.J., Shook, C.L., et al. 1995. Organizational configurations and performance: A meta-analysis. Academy of Management Meeting, Vancouver, BC.

Shook, C.L. 1995. Where have we been, and where are we going? Paradigm development in strategy research. Southern Management Association Meeting, Orlando, FL.

Shook, C.L. 1994. A change model of organizational downsizing. Southwest Academy of Management Meeting, Dallas, TX.

Shook, C.L. 1993. Old City: The forgotten parallel to Yankee City. Academy of Management Meeting, Atlanta, GA.

### **INVITED PRESENTATIONS**

Presenter. "SMA research and teaching talk: How participating in SMA prepared me to be a Dean." Southern Management Association, Norfolk VA, 2019.

Panelist. "What keeps deans up at night? Context matters." Southern Management Association, Norfolk VA, 2019

Panelist. "Strategies for balancing research, teaching, and service." Southern Management Association, Charlotte, NC, 2016.

Panelist. "Mid-career assistant professors: Pivot points and switching costs." Southern Management Association, Charlotte, NC, 2016.

Presented "Entrepreneurship: Key to corporate performance" United Arab Emirates College of Business and Economics Graduate Programs Distinguished Speaker Series, Abu Dhabi, United Arab Emirates, 2015.



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- Presented “Across levels, over time: Multi-level influences on corporate entrepreneurship,” Universidade Catolica Portuguese, Lisbon, Portugal, 2015.
- Panelist, “Being a department chair: Learning from others,” Academy of Management, Vancouver, Canada, 2015.
- Panelist, “Being a department chair: Learning from others,” Academy of Management, Philadelphia, PA, 2014.
- Panelist, “Making a methodological contribution,” Academy of Management - Ph.D. Student Consortium, Research Methods Division, Virtual, 2013.
- Panelist, “Do's and don'ts of publishing,” EAM-I, Seville, Spain, 2013.
- Panelist, “More than just another brick in the wall: JOM editors on designing, implementing and publishing high impact research,” Southern Management Association, Ft Lauderdale, FL, 2012.
- Panelist, “BPS MidCareer Consortium,” Academy of Management, Boston, MA, 2012
- Panelist, “Ask the Macro Research Methods Experts,” Academy of Management, Boston, MA, 2012.
- Presented “Publishing in High Quality Journals” to KSU DBA Program, Kennesaw State University, Kennesaw, GA, February 2012.
- Presented “Challenges and Opportunities for Global Scholars Wishing to Publish in the *Journal of Management*” to the EAM-I Conference, Bangalore, India, 2011.
- Presented “Multivariate Methods for Beginners” to the EAM-I Conference, Bangalore India, 2011.
- Presented “Common methods variance and international entrepreneurship research: Proceed with caution” to the *ie*-Scholars Doctoral Consortium, Montreal, Canada, October 2010.
- Presented “Publishing and academia in the United States” to Ph.D. students of the Faculty of Economics and Business at Babes-Bolyai University in Cluj-Napoca Romania, March, 2010
- Presented “Strategy and entrepreneurship research” to faculty at Ecole Supérieure de Commerce de Chambéry, France, April 2006

Presented “Doing business in Romania” Ecole Supérieure de Commerce de Chambéry and Université de Savoie, Chambéry, France, April 2006

Presented “Academic life at Auburn University” to the Faculty of Business Administration, Academy of Economic Studies, Bucharest, Romania, March 2006

Presented “The publication process from start to finish: Two SMJ case studies” to the Strategic Management Ph.D. seminar, Florida State University, March 26, 2004.

Presented “Completing a dissertation: A balancing act” as part of the History Division’s Doctoral Student Consortium. Academy of Management Meeting, Boston, MA, 1997.

Presented (with David Ketchen) “Cluster analysis application in strategy and macro research” as part of a research methods roundtable entitled “Ask the experts.” Academy of Management Meeting, Cincinnati, OH, 1996.

## **TEACHING INTERESTS**

Entrepreneurship  
International Management  
Strategic Management

## **COURSES TAUGHT**

Strategic Management (undergraduate, MBA, Executive MBA, Ph.D. levels)  
Multivariate Statistics (Ph.D. level)  
Principles of Management (undergraduate level)  
Multinational Management (undergraduate level)  
Organizational Behavior (undergraduate level)  
International Trade (undergraduate level)  
Business Plan for the New Venture (undergraduate level)

**PROFESSIONAL ACTIVITIES**

Senior Associate Editor, Journal of Management, 2008 – 2011

Editorial Boards:

Journal of Management, 2000-2002, 2008- 2016

Management and Marketing, 2006-2016

*Ad hoc* Reviewer:

Academy of Management Journal

Academy of Management Review

Academy of Management Executive

Administrative Science Quarterly

Entrepreneurship Theory and Practice

Health Care Management Review

Journal of Business Research

Journal of Management Studies

Journal of Managerial Issues

Journal of Operations Management

Organizational Research Methods

Strategic Management Journal

Southern Management Association:

Elected to Officer Progression beginning with Program Chair-Elect 2011 and ending with Past President in 2016

Board of Governors, 2007 – 2016

Journal of Management Editor Search Committee Chair, 2016

Journal of Management Editor Search Committee, 2010, 2013, 2016

Co-coordinator Doctoral Student Consortium, 2007, 2008

Sustained Service Award Committee, 2016, 2017

Best Paper Award Selection Committees:

    Strategy and Entrepreneurship Track, 2007, 2008, 2010

    Doctoral Student Paper, 2008, 2009, 2015

Track Chair, Southern Management Association Meeting, 2001

Reviewer 1995, 1998-2000, 2004-2005

Discussant, 1995

Southern Business Administration Association: Board Member 2020-Present

Academy of Management:

    Reviewer 1994, 1996-2000, 2003-2007

    Discussant, 1999

    Session Chair 2000-2001

Judge, Big 12 Conference Annual MBA Case Competition, 20097

External Evaluator, New Faculty Research Grant Program, Utah State University, 2006.

## HONORS

Southern Management Association Fellow, Inducted 2015  
Global Teaching Academy Fellow, Inducted 2015  
Douglas A. Logan Memorial Annual MBA Faculty Award, 2009  
Teacher of the Year-Core Courses Award, College of Business and Association of Graduate Business Students, 2009, 2010, 2016  
Edward L. Lowder Teaching Excellence Award, College of Business, Auburn University, 2007  
Distinctive Faculty Achievement Award, College of Business, Auburn University, 2007  
Presidential Award of Excellence, Auburn University, 2005  
Outstanding Undergraduate Teaching Award, Department of Management, Auburn University, 2005, 2009  
Outstanding Research Award, Department of Management, Auburn University, 2016  
Outstanding Graduate Teaching Award, College of Business Administration, University of Texas at Arlington, 2001  
Graduate School Fellow, Louisiana State University, 1992-1996  
Mobile Communications Corporation Fellow, University of Mississippi, 1988 - 89

## GRANTS

Senior Fulbright Specialist Grant, Romania. 2010  
Senior Fulbright Scholar Grant, Romania. 2006  
Fulbright Intercountry Lecture Award, Franco-American Fulbright Commission, 2006  
Research Enhancement Program Grant, 1999, University of Texas at Arlington  
Summer Research Grant, 1997, Northern Illinois University

## DISSERTATION COMMITTEES

Chairman:

Matthew Mazzei, 2013, Samford University  
Scott Scarborough, 2003, University of Toledo  
Kathleen Voges, 2004, Texas A&M University - Kingsville

Member:

Karen Gangloff, 2014  
Neil Tocher, 2007  
Brian Gregory, 2005  
Cynthia Cycyota, 2003  
Leonard Love, 2003

JoAnne Gavin, 2002  
Juliana Lilly, 2001

### **AACSB ACTIVITIES**

CIR Review Team Member: Westchester University 2022  
University of North Georgia 2021  
California State University San Marcos 2021  
New Deans Seminar, Participant, 2016

### **UNIVERSITY SERVICE**

Western Kentucky University:  
Council of Academic Deans, 2019- present  
Chair, Search Committee for Dean of Ogden College of Science and Engineering,  
2021  
Budget Executive Committee, 2021 – present  
Search Committee, Chief Human Resource Officer, 2022  
Operating Allocations Committee, 2019-2021

University of Montana:  
Chair, Search Committee for Vice President of Administration and Finance, 2018  
Online Task Force, 2017  
Task Force for Restructuring UM's Academic Sessions, 2017-2018  
Task Force Co-Chair  
Finance Sub-Committee Co-Chair  
University Workload Policy, 2018- 2019  
International Committee, 2016- 2019

Auburn University:  
Auburn Representative, External Review of the Psychology Department, 2015  
Teaching Effectiveness Committee, 2010  
International Skills Implementation Task Force, 2009-2010  
Faculty and Staff Development Campaign Team Captain 2009  
Faculty Grievance Hearing Committee, 2005

University of Texas at Arlington:  
University Undergraduate Assembly, 2000-2002

### **COLLEGE SERVICE**

Auburn University:

Director, Central and Eastern European Studies Program, 2004 - 2015  
Faculty Adviser, Association of Graduate Business Students, 2009-2013  
MBA Strategic Plan and Curriculum Committee, 2013-2015  
MBA Core Committee, 2005-Present  
MBA SEC Case Competition Faculty Advisor, 2013-2015  
MBA Admissions Committee 2014-2015  
Undergraduate Programs Committee, 2006 - 2008

University of Texas at Arlington:

Health Care Administration Degree Graduate Studies Committee, 2001- 2003

Northern Illinois University:

MBA Committee, 1997-1998

Learner Recruitment Committee, 1996 – 1997

## **DEPARTMENT SERVICE**

Auburn University:

Co-Chair of Strategy Faculty Search, 2008

Entrepreneurship Scholarship Committee, 2008-2009

University of Texas at Arlington

Department, Ph.D. Admissions Committee, 2001-2003

Northern Illinois University:

Management Department, Search Committee, 1997-1998

Management Department, Curriculum Committee, 1997-1998

## **COMMUNITY SERVICE**

Project Director of Arlington Business Outlook 2001, an economic outlook survey project sponsored jointly by the Arlington Chamber of Commerce and the University of Texas at Arlington.

Mastering Small Business Advancement: Developed and presented the Strategic Management module for a community leadership education program sponsored by the Arlington Chamber of Commerce and the College of Business

## **PROFESSIONAL AFFILIATIONS**

Academy of Management

Strategic Management Society

Southern Management Association

**Vita Current as of 5/13/2022**