

# John W. Upson

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## ACADEMIC EMPLOYMENT

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<b>Professor of Management</b> Richards College of Business University of West Georgia, Carrollton, GA	2018-Present
<b>Associate Professor of Management</b> Richards College of Business University of West Georgia, Carrollton, GA	2013-2018
<b>Assistant Professor of Management</b> Richards College of Business University of West Georgia, Carrollton, GA	2008-2013

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## EDUCATION

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<b>Doctor of Philosophy</b> Florida State University, Tallahassee, FL Area: Strategic Management Support: Organizational Behavior	April 2008
<b>Master of Business Administration</b> Florida State University, Tallahassee, FL	May 2002
<b>Bachelor of Science</b> University of Florida, Gainesville, FL Major: Finance	May 1990

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## RESEARCH INTERESTS

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Competitive dynamics, international management, entrepreneurship, and performance

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## REFEREED PUBLICATIONS

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Upson, J. W., & Green, K. M. 2019. Boxing or golfing: a view of small business competition. *Journal of Small Business & Entrepreneurship*, (forthcoming)

Green, K. M., Upson, J. W., & Velez-Castrillon, S. 2017. Building students' international perspective using business startups. *Business Education Innovation Journal*, 9(1): 67-76.

Upson, J. W., Sanchez, M. S., & Smith, W. J. 2017. Competitive dynamics of market entry: Scale and survival. *Management and Economics Review*, 2(1):118-132.

Upson, J. W., & Green, K. M. 2017. Dragons, goliaths, and cowboys: A view of small business competition. *Organizational Dynamics*, 46: 171-181.

Upton, J. W., Damaraju, N. L., Anderson, J. R., & Barney, J. B. 2017. Strategic networks of discovery and creation entrepreneurs. *European Management Journal*, 35(2): 198-210.

Bueno-Merino, P., Grandval, S., Upton, J. W., & Vergnaud, S. 2014. Organizational slack and the capability lifecycle: The case of related diversification in a technological SME. *International Journal of Entrepreneurship and Innovation*, 15(4): 239-250.

Bergiel, E. B., Bergiel, B. J., & Upton, J. W. 2012. Revisiting Hofstede's dimensions: Examining the cultural convergence of the United States and Japan. *American Journal of Management*, 12(1): 69-79.

Butler, F. C., Martin, J. A., Perryman, A. A., & Upton, J. W. 2012. Examining the dimensionality, reliability, and construct validity of firm financial performance. *Strategic Management Review*, 6(1): 57-74.

Upton, J. W., Ketchen, D. J., Connelly, B. L., & Ranft, A. L. 2012. Competitor analysis and foothold moves. *Academy of Management Journal*. 55(1): 93-110.

Upton, J. W. 2011 Just Trust me: Moderators of the trust - behavior relationship and effects on performance. *Journal of International Business Disciplines*, 6(1) 13-26.

Anderson, J. R., Bergiel, E., Prince, B., & Upton, J. 2010. Advice seeking and small firm strategy. *International Journal of the Academic Business World*, 4(1): 1-8.

Upton, J. W. & Ranft, A. L. 2010. Multipoint competition: Divergent strategies within competitive triads. *Business Horizons*, 53: 49-57.

Upton, J. W. 2010. The double-edged sword of trust in supply chain relationships: Cooperation and opportunism. *Business Research Yearbook: Global Business Perspectives*, 17(1): 325-331.

Upton, J. W., & Anderson, J. R. 2009. Global supply chain motivation and integration in emerging markets. *Business Research Yearbook: Global Business Perspectives*, 16(1): 355-361.

Upton, J. W., Ketchen, D. J., & Ireland, R. D. 2007. Managing employee stress: A key to the effectiveness of strategic supply chain management. *Organizational Dynamics*, 36: 78-92.

Ketchen, D. J., Combs, J. G., & Upton, J. W. 2006. Why does franchising help restaurant chain performance? *Cornell Hotel and Restaurant Administration Quarterly*, 47: 14-27.

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#### WORK IN PROGRESS

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Upton, J. W., Green, K. M. & Fadil, N. A small businesses approach to competition: Country comparison.

Valez, S. & Upton, J. W. A Longitudinal Study of Bankruptcy's Effect on Service in the Airline Industry.

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#### PROCEEDINGS AND CONFERENCE PRESENTATIONS

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Green, K. M. & Upton, J. W., 2018. Patterns and Shifts in Strategic Momentum. *Southern Management Association Annual Meeting*, Lexington, KY.

Upton, J. W., & Green, K. M. 2017. Competitive dynamics of small business. *Southern Management Association Annual Meeting*, St. Petersburg, FL.

Upton, J. W., Sanchez, M. S., & Smith, W. J. 2014. Understanding market entry through resources and competitive conditions. *34<sup>th</sup> Strategic Management Society Annual International Conference*, Madrid, Spain.

Upton, J. W., Damaraju, N. L., Anderson, J. R., & Barney, J. B. 2014. Strategic networks of discovery and creation entrepreneurs. *Entrepreneurship Research Exemplars Conference*, Denver, CO.

Upton, J. W., & Sanchez, M. S. 2013. When smaller is better: Multimarket contact and entry aggression. Paper presented at the *73rd Annual Meeting of the Academy of Management*, Orlando, FL.

Upton, J. W., Damaraju, N. L., Anderson, J. R., & Barney, J. B. 2012. Advice networks of discovery and creation entrepreneurs. *32<sup>nd</sup> Strategic Management Society Annual International Conference*, Prague, Czech Republic.

Upton, J. W., & Sanchez, M. S. 2012. Multimarket contact and entry aggression. *Academy of Business Research*, New Orleans, LA. (Best paper award)

Bergiel, E. B., Bergiel, B. J., & Upton, J. W. 2012. Revisiting Hofstede's cultural dimensions: Examining the cultural convergence of the United States and Japan. *Southwest Academy of Management*, New Orleans, LA.

Wood, J., Rabern, C., & Upton, J. 2011. Revisiting Hofstede's dimensions: The evolving cultures of the United States and Japan. *International Academy of Business Disciplines*, New Orleans, LA.

Upton, J. W., Damaraju, N. L., & Anderson, J. R., 2011. Aligning for success: Advice networks and entrepreneurial orientation. *Strategy Seminar Series*, India School of Business, Hyderabad, India.

Upton, J. W., Damaraju, N. L., & Anderson, J. R., 2011. Aligning for success: Advice networks and entrepreneurial discovery and creation opportunities, *Entrepreneurship Research Exemplar Conference*. Fischer College of Business: The Ohio State University.

Upton, J. W. 2010. The double-edged sword of trust in supply chain relationships: Cooperation and Opportunism. *International Academy of Business Disciplines*, Las Vegas, NV.

Upton, J. W., & Bergiel, E. B. 2009. Trust, behavior, and firm performance in supply chains. Paper presented at the annual *Southern Management Association Meeting*, Asheville, NC.

Anderson, J. R., Bergiel, E., Prince, B., & Upton, J. 2009. Advice seeking and small firm strategy. Paper presented at the *Academic Business World International Conference*, Nashville, TN. (Best paper award)

Upton, J. W. 2009. Global supply chain motivation and integration in emerging markets. Paper presented at the *International Academy of Business Disciplines*, St Louis, MO.

Holcomb, J. W., Upton, J. W., T. R., Webb, Sexton, J. 2008. Corporate venturing and sequential market entry: An empirical test of the decision to exercise footholds. Paper presented at the *Strategic Management Society Annual International Conference*, Cologne, Germany.

Holcomb, T. R., Upton, J. W., Webb, J. W. 2008. Corporate venturing and the decision to exercise foothold investments: A real options perspective. Paper presented at the 2008 *Babson College Entrepreneurship Research Conference*, University of North Carolina at Chapel Hill.

Upton, J. W., Ranft, A. L., & Ketchen, D. J. 2008. Why do firm's exercise foothold options?: Explanations from multipoint competition and real options theory. Paper presented at the *Atlanta Competitive Advantage Conference (ACAC)*, Emory University, Atlanta, GA.

Upson, J. W. 2006. Multipoint competition: The dynamics of triads. Paper presented at the annual *Southern Management Association Meeting*, Clearwater, FL.

Butler, F. C., Martin, J. A., Perryman, A. A., Upson, J. W., & Combs, J. G. 2006. Examining the dimensionality, reliability, and construct validity of firm financial performance. Paper presented at the annual *Southern Management Association Meeting*, Clearwater, FL.

Upson, J. W. 2006. Supply chain glitches: A synthesis of the relational view and swift even flow theory. Paper presented at the *Academy of Management*, Atlanta, GA.

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### INVITED PRESENTATIONS

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Upson, J. W. & Green, K. G. 2019. The Competitive Dynamics of Small Business. Paper presented at the EM Normandie Business School's Entrepreneurial Axis Meeting in Paris, France, June 6, 2019.

Upson, J. W. Creating proprietary data sets and Working with international colleagues. Presented at the EM Normandie Business School's Entrepreneurial Axis Meeting in Paris, France, June 6, 2019.

Upson, J. W. & Green, K. G. 2017. Dragons, goliaths, and cowboys: A view of small business competition. Paper presented at RCOB Faculty Research Friday.

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### PROFESSIONAL PRESENTATIONS

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Upson, J. W. 2011. Building the tower exercise. Presented at Tools in the Changing Classroom faculty training session, University of West Georgia.

Upson, J. W. 2010. Review of research. Presented at UWG - ESCM Faculty Research Exchange, Tours, France.

Upson, J. W. & Zachary, M. -K. 2010. Review of RCOB management research. Presented at UWG - ESCM Faculty Research Exchange, Tours, France.

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### STUDENT-DIRECTED RESEARCH

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Faculty sponsor, 27th International Economics Convention, Mumbai, India, 2019.

Student research paper: *Demonetization: A Monetary Policy*.

Awards: 1<sup>st</sup> Innovative solution, 2<sup>nd</sup> Presentation, 3<sup>rd</sup> Overall

Faculty sponsor, 26th International Economics Convention, Mumbai, India, 2018.

Student research paper: *Demonetization: A Monetary Policy*.

Awards: 1<sup>st</sup> Presentation, 1<sup>st</sup> Q&A, 3<sup>rd</sup> Overall

Faculty sponsor, 25th International Economics Convention, Mumbai, India, 2017.

Student research paper: *Demonetization: A Monetary Policy*.

Awards: 3<sup>rd</sup> Overall

Faculty sponsor, student research project, *Small Business Competition*, Glen Major, poster session at UWG Undergraduate Research Conference, 2017.

Faculty sponsor, 24th International Economics Convention, Mumbai, India, 2016.

Student research paper: *Global Risk in Israel*.

Awards: Most Innovative Solution, 2<sup>nd</sup> Presentation, and 3<sup>rd</sup> Overall

Faculty sponsor to student presentation, RCOB Research Night. *The Impact of CSR Initiatives on Human Development in Germany*. Third place award, 2016.

Faculty sponsor, 23rd International Economics Convention, Mumbai, India, 2015.

Student research paper: *Corporate Social responsibility - Lesson from Abroad: Germany*.

Awards: Most Innovative Solution, 1<sup>st</sup> Presentation, 1<sup>st</sup> Paper, and 1<sup>st</sup> Overall  
 Faculty chaperone, 22nd International Economics Convention, Mumbai, India, 2014.  
 Student research paper: *Political Systems and Economic Development: Russia*  
 Faculty sponsor, student research presentation, UWG Board of Trustees, RCOB Board of Advisors and  
 Rotary Club, 2014  
 Faculty chaperone, 21st International Economics Convention, Mumbai, India, 2013.  
 Student research paper: *Emerging economies of world: China*  
 Awards: Most Innovative Solution, 1<sup>st</sup> Presentation, 1<sup>st</sup> Paper, 1<sup>st</sup> Q&A, 1<sup>st</sup> Coordination among team  
 members, and 1<sup>st</sup> Overall  
 Faculty sponsor, student research presentation, UWG Board of Trustees, RCOB Board of Visitors  
 and Kiwanis Club, 2013.  
 Faculty chaperone, 20th International Economics Convention, Mumbai, India, 2012.  
 Student research paper: *India, the Next Superpower: A Dream or a Reality?*  
*International Relations and Defence*  
 Awards: 3<sup>rd</sup> place paper, 3<sup>rd</sup> place overall  
 Faculty sponsor, student research presentation, Board of Visitors, 2012.  
 Faculty chaperone, 19th International Economics Convention, Mumbai, India, 2011.  
 Student research paper: *From Commonwealth to Common Wealth: Indo-Nigerian Economic  
 Cooperation*  
 Faculty sponsor, student research project, RCOB Research Night, 2010, 2012-2014.

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## COURSES TAUGHT

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### **International Management**

The course is intended to help students gain a better understanding of successful international management practices. Topics include the nature of international competition, cultural and other core differences across countries as well as financial, environmental, socio-cultural, political, and economic forces on management theory and the practices of multinational enterprises.

University of West Georgia, 2018-2019 (3 undergraduate sections)  
 University of West Georgia, 2017-2018 (5 undergraduate sections (1 online))  
 University of West Georgia, 2016-2017 (5 undergraduate sections (1 online))  
 University of West Georgia, 2015-2016 (5 undergraduate sections (1 online))  
 University of West Georgia, 2014-2015 (5 undergraduate sections (1 online))  
 University of West Georgia, 2013-2014 (5 undergraduate sections)  
 University of West Georgia, 2012-2013 (5 undergraduate sections)  
 University of West Georgia, 2011-2012 (5 undergraduate sections)  
 University of West Georgia, 2010-2011 (4 undergraduate sections)  
 University of West Georgia, 2009-2010 (2 undergraduate sections)  
 University of West Georgia, 2008-2009 (2 undergraduate sections)

### **Strategic Management and Business Policy**

This “capstone” course explores how managers plan, implement, and evaluate functional, business, and corporate level strategies. The course’s overall purpose is to equip these future managers with the requisite tools to ensure their firm’s survival and prosperity.

University of West Georgia, 2018-2019 (2 undergraduate sections)  
 University of West Georgia, 2017-2018 (1 undergraduate section)  
 University of West Georgia, 2014-2015 (1 undergraduate section)  
 University of West Georgia, 2013-2014 (1 undergraduate section)  
 University of West Georgia, 2012-2013 (1 undergraduate sections)  
 University of West Georgia, 2011-2012 (2 undergraduate sections)

University of West Georgia, 2010-2011 (5 undergraduate sections)  
University of West Georgia, 2009-2010 (5 undergraduate sections)  
University of West Georgia, 2008-2009 (5 undergraduate sections)  
University of West Georgia, 2007-2008 (1 undergraduate section)  
Florida State University, 2004-2008 (9 undergraduate sections)

### **Strategic, Ethical, and Global Management**

This MBA “capstone” course addresses the total enterprise at the executive level by exploring the decisions and actions that result in the formulation and implementation of strategies that achieve the mission and goals of the enterprise with special consideration of the effects of globalization, ethics, and corporate accountability.

University of West Georgia, 2018-2019 (2 graduate sections)  
University of West Georgia, 2017-2018 (2 graduate sections)  
University of West Georgia, 2016-2017 (2 graduate sections)  
University of West Georgia, 2015-2016 (2 graduate sections)  
University of West Georgia, 2014-2015 (2 graduate sections)  
University of West Georgia, 2013-2014 (2 graduate sections)  
University of West Georgia, 2012-2013 (1 graduate section)  
University of West Georgia, 2011-2012 (1 graduate section)  
University of West Georgia, 2010-2011 (1 graduate section)

### **Market Research in Big Data Era**

This course helps students make data-driven decisions by considering a firm’s ability to collect, analyze, and act on data and use it as an important source of competitive advantage. Topics include the benefits of an analytics-based approach to decision making and analytics practices in organizations. Advanced research methods are introduced as well as data-driven approaches to such marketing topics as product development, pricing, and customer value. The focus is on application of these methods to real-world problems.

Lanzhou University School of Management (China) 2018 (1 graduate section)

### **Study Abroad (lead instructor)**

Vietnam, University of West Georgia, 2019 (graduate and undergrad combined)  
South Africa, University of West Georgia, 2018 (graduate and undergrad combined)  
Italy, University of West Georgia, 2017 (graduate and undergrad combined)  
China, University of West Georgia, 2016 (graduate and undergrad combined)  
Panama, University of West Georgia, 2013 (graduate and undergrad combined)  
Barcelona, University of West Georgia, 2012 (graduate and undergrad combined)

### **Study Abroad (faculty chaperone)**

Dubai, University of West Georgia, 2015 (graduate and undergrad combined)  
Dublin, University of West Georgia, 2014 (graduate and undergrad combined)  
Prague, University of West Georgia, 2011 (graduate and undergrad combined)  
Japan, University of West Georgia, 2010 (graduate and undergrad combined)

### **Student Exchange**

Designed student exchange program for UWG students to attend Birla College, December 2019  
Designed student exchange program for UWG students to attend Birla College, December 2016

### **Faculty Exchange**

Served as visiting faculty member to Birla College in Mumbai India, December 2019  
Hosted visiting faculty member Dr. Mahadeo Yadav from Birla College, Mumbai, India, April 2018  
Served as visiting faculty member to Birla College in Mumbai India, December 2016



Session Chair, Academy of Management Annual Meeting, 2012  
Session Chair, Southern Management Association Meeting, 2011, 2012  
Reviewer for Ketchen & Short textbook: Mastering Strategic Management, 2011  
Discussant, Southern Management Association Meetings, 2006-2009, 2011  
Session Chair, International Academy of Business Disciplines Meeting, 2009  
Discussant, Academy of Management Annual Meeting, 2009



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## INSTITUTIONAL SERVICES

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### *University of West Georgia*

Richards College of Business Strategic Planning Committee, 2011-2017  
Chair Strategic Planning Committee's Sub-committee for International Programs, 2011-2017  
College representative to the International Services and Programs Steering Committee 2013-2017  
ESCEM Appeals Committee, 2015-2017  
International Select Assessment Committee, 2009-2017  
Reviewer, Assurances of Learning – International Management course 2012-2017  
Reviewer, Assurances of Learning – MBA Strategic Management course 2012-2017  
Faculty Development Workshop speaker, "Working with Intl' Students in the Classroom," 2016  
UWG Internationalization Task Force, 2015-2016  
Richards College of Business Tenure & Promotions committee, 2013, 2015(chair), 2016  
Management Department Tenure & Promotions committee, 2008, 2013, 2015, 2016  
Developed student internship with local firm Sportsplex Health and Athletic Club 2016  
Reviewer, Assurances of Learning – Strategic Management course 2012-2015  
Faculty chaperone to students attending TIE (The Indus Entrepreneurs) meeting, 2015  
Panel Member at Future Faculty Lunch, 2008, 2014  
Student mentor, 2010-2013  
Management Club Faculty Advisor, 2009-2012  
Faculty mentor, 2011-2012  
International Fee Committee, 2011-2012  
Student Government Association Elections Representative, 2009-2012  
Chair, Strategic Management Faculty Search Committee, 2010-2011  
Member, Management Lecturer Search Committee, 2010  
eTutions Funds Review Committee, 2009-2010  
Freshman orientation representative, 2009-2010  
Aviation Club Faculty Advisor, 2008-2010  
Judge, Students in Free Enterprise (SIFE) competition, 2009  
Strategic Management Faculty Search Committee, 2008  
Preview Day RCOB Representative, 2008  
Judge, Homecoming competition, 2008  
Faculty Member, Freshman Orientation Session, 2009

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## PROFESSIONAL DEVELOPMENT

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Faculty Development in International Business training program, University of South Carolina, 2013  
First Impressions and Lasting Impressions: How to Make it Stick, faculty training by Dirk Mateer, 2013  
At-Risk for University and College Faculty, identifying student in need of psychological assistance, 2012  
Teaching Tools and the Changing Classroom training sessions, University of West Georgia, 2010-2011  
UWG - ESCEM Faculty Research Exchange, Tours, France, 2010  
Internet Security Training, University of West Georgia, 2009  
New Faculty Consortium, Annual Meeting of the Academy of Management, 2009  
Professional Development Certificate of Microsoft Office 2007, 2008  
Wimba Training, University of West Georgia, 2008  
WebCT Training, University of West Georgia, 2008  
Doctoral Consortium, Annual Meeting of the Academy of Management, 2007  
Teaching Workshop, Florida State University, 2004

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### PROFESSIONAL AFFILIATIONS

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Academy of Management, 2005 - present  
Southern Management Association, 2005 - present  
Strategic Management Society, 2008 - present  
International Academy of Business Disciplines, 2009 – 2010

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### PROFESSIONAL EXPERIENCE

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Tech Data Corporation, Clearwater, FL	1993 - 2003
<ul style="list-style-type: none"><li>• Manager eBusiness Sales, 2001-2003</li><li>• Outsourcing Services Manager, 2000-2001</li><li>• Territory Manager, 1993-2000</li></ul>	
Peace Corps Volunteer, Kenya	1990 - 1991