

# MICHAEL C. SHANER

## EDUCATION

Doctor of Philosophy, 1974, University of South Carolina  
Major Field: Management and Organizational Behavior  
Dissertation Title: The Relationship Between Personal Values, Organizational Climate, and Organizational Effectiveness: A Study of the Hospitality Industry

M.B.A., 1967, Michigan State University.

B.S.B.A., 1965, Washington University. Major: Management.

## PROFESSIONAL/ACADEMIC EXPERIENCE

Saint Louis University: Assistant Professor of Management and Decision Sciences, September 1974; Associate Professor of Management and Decision Sciences, July 1979; Professor of Management- July 2000.

Tenure: July 1, 1979.

Date of hire: September 1, 1974.

University of South Carolina: Graduate Assistant, 1970-1972; Instructor, 1972-1974.

Michigan State University: Graduate Advisor, 1965-1967.

## TEACHING INTERESTS

Principles of Management; Organizational Behavior; Strategic Management; Organizational Change; Management Skills; International Management; Fundamentals of Leadership; Failure: Leadership in Difficult Times.

## PUBLICATIONS

BOOK: Wall Plaques and Official Office Signboards of Hitler's Third Reich, with Wilhelm Saris and Philippe Gillain. Deutschland A.V., 2009.

Sole Editor for: The Wisdom of Resilience Builders, by Rick Tirrell, AuthorHouse, 2009.

"Determining the Relative Efficiency of MBA Programs with DEA" with Reuven Levary and Amy Colbert. European Journal of Operational Research 125 (2000) 656-669.

- "Selling with Style", St. Louis Small Business Monthly, a three-part series. Vol. 9, Issue X (November 1996), Vol. 9, Issue XI (December 1996) and Vol. 9, Issue XII (January 1997).
- "Faculty Development Using the Situational Leadership Model," published in the Spring 1995 CUPA Journal.
- "A Desktop Guide to Office Personalities." St. Louis Post-Dispatch Magazine. (August 29, 1993).
- Student's Study Guide for "Essentials of Management." 1st Edition. (1990). Chicago/IL: Scott, Foresman/Little, Brown. 153 pages. With Randall Dunham.
- Student's Resource Manual to Accompany Management. 1st Edition. (1989 and 1990). Chicago/IL: Scott, Foresman/Little, Brown. 222 pages. With Jon L. Pierce.
- "Priority Setting for Effective Management." The Advisor. (Fall 1989). pp. 7-9.
- "Effective Daily Administration for the Nursing Home Manager." The Advisor. (August 1988). pp. 7-9.
- "How Does the 'One Minute Manager' Spend the Rest of His/Her Day?", The Advisor, (July 1988), pp. 2-3.
- "What Does the One-Minute Manager Do With His/Her Time?" St. Louis Society for Training and Development. (February 1986). pp. 10-12.
- "Understanding and Managing Change: Leadership Role of the Director." In the Proceedings of the 17th Annual Seminar on Academic Computing. Vol. 17 No. 1. (June 1986). pp. 13-18. Aspen/CO: Academic Computing.
- "Coping with Team Trauma." Management Review. (August 1979). With A.T. Hollingsworth and Bruce M. Meglino.
- "Hospitality Managers--Unique Individuals?" The Cornell HRA Quarterly. Vol. 19 No. 3. (November 1978).
- "Predicting the Effectiveness of Emergent Leaders: An Extension of the Contingency Model." Journal of Economics and Business. Vol. 30. (Fall 1977). pp. 68-72. With A.T. Hollingsworth and Bruce M. Meglino.
- "Negative and Positive Determinants of Organizational Effectiveness: A Study of the Hospitality Industry." In the Proceedings of the Southern Management Association 1976 Annual Meeting. (November 1976). With A.T. Hollingsworth and Bruce M. Meglino.

## PAPERS PRESENTED

“Experience NINE MORE Experiential Exercises in ONE Action-Packed Hour” presented at the Organizational Behavior Teaching Conference, June 2009, College of Charleston, SC, and published in the *Proceedings*.

Paper presented at the National Academy of Management meetings in San Diego, March 1998, "Images of Malcolm Baldrige Organizations: Archaeology, Genealogy, and Ethics" with Alexis Downs

"Sensemaking In Organizations: Strategy at Network Scotland," at the Southwest Academy of Management, April 11, 1996 with Alexis Downs.

"A Deductive Approach to Strategic Group Identification and Performance test in a Small Business Environment," at the Midwest Division of the Academy of Management meeting on March 31 to April 2, 1995, in St. Louis, with David Tipton.

"Strategic Group Membership and Firm Performance: A Meta Analysis," at the Midwest Division of the Academy of Management meeting on March 31 to April 2, 1995, in St. Louis, with David Tipton.

"Review-NOT! Using Accelerative Learning Theory and Techniques in the Organizational Behavior Classroom" presented at the Organizational Behavior Teaching Conference, June 1993, Bucknell University. With Janet Gillespie and Dyanne Ferk.

"Six Techniques for Recycling Information Using Multiple Learning Styles" presented at the Organizational Behavior Teaching Conference, June 1993, Bucknell University. With Janet Gillespie and Dyanne Ferk.

"Teaching Organizational Pathology: A Proposed Course in Business Failure" presented at the Organizational Behavior Teaching Conference, June 1993, Bucknell University. With David Tipton.

"Management 'R' Us: Using Toys to Demonstrate Management Principles" presented at the Organizational Behavior Teaching Conference, June 1992, Calgary, Canada. With Janet Gillespie and David Tipton.

"Understanding and Managing Change: Leadership Role of the Director" presented at the 17th Annual Seminar on Academic Computing, May 19, 1986, Aspen, CO.

"Negative and Positive Determinants of Organizational Effectiveness: A Study of the Hospitality Industry" presented at the Southern Management Association Annual Meeting, November 1976.

"Leadership Emergence in Task Oriented Groups: A Test of the Contingency Model"  
presented at the Southeastern Psychological Association Meeting, March 1976, New Orleans

## **PROFESSIONAL ACTIVITIES**

Speaker at the Annual Meeting of the Women's Connection Network, St. Louis, January 18, 2017

Spoke on Leadership and Change for one day of the Hispanic Leadership Institute, St. Louis Chamber of Commerce, 2012-present.

Spoke on Leadership for the Hispanic High School Scholars day, June 15, 2017.

Spoke to the Officers of the Illinois National Guard on Leadership, March 21, 2017.

Keynote Speaker at the International Guide Dog Federation, Hvar, Croatia, 19-22 May 2016.

Fidelity Communications Inc, Sullivan, Missouri----consulting and training for managers and presentations at all quarterly meetings. January 2010 - Present

Mississippi Valley Equipment—consulting, January 24, 2014 - Present

Journal of Futurecast in Marketing and Management, Editorial Board, January 1, 2015 - Present

Spoke to the Arhus, Denmark chapter of the Junior Chamber International, June, 2011, 2012, 2013, and 2014.

Conducted three Leadership seminars for the Facilities Managers at SLU (2012)

Taught two MBA intensive courses on Failing Forward: Leadership in Tough Times in Hong Kong and Adelaide (Australia) for the University of South Australia. (July-August 2010, 2011, 2012, 2013, 2014, 2015, 2017.)

Taught two six-day intensive Fundamentals of Leadership courses in Singapore and Hong Kong for Adelaide University's Graduate School of Management; taught Change Management in Hong Kong, Singapore, and Adelaide; and taught Failure: Leadership in Tough Times in Hong Kong and Adelaide in the same intensive format. (2002-2009)

Helsinki School of Economics Executive MBA program: teach the first module on "Understanding Yourself" and mentor the students for their total program and teach the last module that ties together all their learning. (2000-2008, 2012, 2014, 2015, 2017)

Attended workshops for both McGraw-Hill and Pearson in May and June, 2009 where teaching management was the topic. In the Pearson session, with a limited number of invited attendees, we worked with an author to develop a new framework for the upcoming Principles of Management text.

Book manuscript reviewer for both Pearson/Prentice-Hall and McGraw-Hill/Irwin. Two manuscripts for International Management texts reviewed in 2005, two manuscripts for Management in 2006, 2007, and 2008. Also have attended company “brainstorming” sessions at various venues each year as an “experienced” management educator.

Spoke to the National Association of Broadcasters National Meeting in Philadelphia. September 2009.

Conducted many 3-day Middle Management Training Sessions in various places around the world for Nokia and UPM-Kymmene. (1998-2012)

Spoke to Hong Kong Business Developer Group at their monthly dinner. January 2008.

Spoke to Alumni Business Group of Adelaide University. January 2008.

Conducted half-day seminar on Leadership and the Art of Failure—part of the Executive Development Series at the University of Adelaide.

Monsanto Company Field Manager’s Training in Teambuilding. Several sessions during 2007-2008.

Seminar on Leadership and the Art of Failure for St. Louis University’s Executive Education Series. November 2008.

Keynote Speaker at the Missouri Broadcaster's Association annual meeting in Kansas City, June 1999.

Spoke to, and dealt with, many organizations throughout the year (including Emmis broadcasting, Magic House, St. John’s Hospital, Shelter-the-Children (volunteer), etc.

Teach a 3-day course on Failure: Leadership in Tough times at the European Summer School for Advanced Management (ESSAM) 1990-present. I also facilitate the first day where I do teambuilding for the 100+ attendees. This is a two-week program for advanced graduate students, and I am the senior person.

Taught a 3-day course on Corporate Decline and Renewal at the Asian Intensive School for Advanced Management in Penang, Malaysia 1996-1999.

Manuscript reviewer for the Seventh International Conference of the European Academy of Management, 1997.

Ran a 3-day seminar on Strategic Management using the Business Strategy game at Universidade De Corouna in LaCoruna, Spain, 3/97.

Featured speaker at the Precision Machined Products Association National Technical Conference, held in Pittsburgh, 4/97.

Conducted Management Development Seminars for various groups in Adelaide, South Australia, 5/97, 6/7, 1998.

Keynote speaker for the Missouri Broadcaster's Association meeting at the Lake of the Ozarks, 6/97.

Taught an MBA course on Managing Change for the University of Adelaide (Australia) Graduate Management School, July/August 1997, July/August 1998.

Taught Executive Development Seminars for the Graduate School of Management, The University of Adelaide, Australia, May & June 1996, 1997.

Board of Directors, Signature Healthcare Foundation, St. Louis, Missouri, 2005 to present.

Board of Directors, American Sports Management, Inc., Detroit, MI (1980-1996).

Alumni Board of Directors, St. Louis University High School, St. Louis, MO (1989-1996).

Conducted a Corporate Strategy Meeting in the Netherlands for FRAM, the Friesland Public Transportation Company (May 29, 1993).

Taught a one-week course on Strategic Management in the Netherlands for the Leeuwarden Business School (May 1992 - 1996).

Spoke on "Teams--An Emerging Concept" to the Hospital Financial Management Association (May 6, 1993).

Facilitated a strategic planning session for the executive committee of the Board of the National Bowling Hall of Fame and Museum, St. Louis, MO, (February 24-25, 1993). With David Tipton.

Taught Corporate Strategy at Glasgow University Business School's Winter School for Executive M.B.A.s. This is a two-week school for students from various European countries, (January 1991-1997).

Taught Executive Development seminars for the Graduate School of Management, The University of Adelaide, Australia, May & June 1996.

Distinguished Visiting Professor, Graduate School of Management, The University of Adelaide, Australia (February-May 1994).

Spoke on Strategic Planning to a group of Managing Directors, Glasgow, Scotland (May 25, 1994).

Appeared on KMOV (Channel 4) on the "Newsmakers" program with Zig Zigler--a world renowned motivational speaker. (1998)

Board of Directors, Signature Healthcare Foundation (2004-present)

Board of Directors, Glasgow Savings Bank, Glasgow, MO (1986-1991).

Board of Directors, Commerce Bank, (1980-1986).

Gave a seminar on motivation for Incarnate Word Hospital (November 1991).

Spoke on communications for the Edgewood Program (May 1991)

Visiting Professor, Department of Management Studies, University of Glasgow, Scotland (January-May 1987).

Board of Directors, St. Louis Soldier's Memorial Museum Association, Inc., St. Louis, MO (1980-1985).

Conducted a seminar at Memorial Hospital in Belleville, IL (1985).

Conducted a series of Adventures in Attitudes sessions for food service workers at St. John's Mercy Medical Center (1985).

## **PROFESSIONAL MEMBERSHIPS**

Academy of Management (1978-present)

Alpha Kappa Psi Professional Business Fraternity (1964-present)

Beta Gamma Sigma Honorary Society in Business Administration (1974)

British Academy of Management (1987-present)

Management Development Study Group of St. Louis (1988-1995; Secretary 1989; President 1990-1991; 1991-1992)

Omega Rho International Honorary Society in Operations Research (1988)

Omicron Delta Epsilon Honorary Society in Economics (1974)

Organizational Behavior Teaching Society (1986-present)

Purchasing Management Association (1978-1992)

Southern Management Association (1976-1990)

## **SERVICE**

### UNIVERSITY

Travel to Kuala Lumpur to visit our former MBA students living in Malaysia to keep them associated with the John Cook School of Business. (2009 and 5 previous times)

Ph.D. Dissertation Chairman for:

Janet Gillespie (completed 6/97)  
David Tipton (completed 9/97)  
Alexis Downs (completed 5/98)  
Dyanne Ferik (completed 6/98)  
Frank Murphy (completed 6/98)

Ph.D. Dissertation Committee Member for:

Steven Irvine (completed 5/98)  
Peter Weigel (Decision Sciences)  
Larry Stapleton (Decision Sciences)  
Sharon Engle (Marketing)  
Leonard Branson  
Donna Cartwright  
David Johnson  
Kathy Kleindorfer  
Mike McCoy  
Don Rickert  
Tamara Stone  
Beth Sweetman

Member, NCAA Certification Committee (2010-2011)

Member, Sustainability Task Force (2008-2012)

Member, John Cook School of Business Rank and Tenure Committee (2004-2014)

Member, JCSB Graduate Board (2000-2025)

Member, First Year Experience Task Force. Appointed by AVP. Met weekly for two years and presented report to the faculty (1996-1998)

Advisory Board of the Center for Teaching Excellence (1997-2015)

NCAA Self-Study Committee (1995)

MBA Integrated Case Committee (2004-2014)

University Committee Organizational Development

Faculty Senate Faculty Development Committee (1986-1992)

Faculty Senate Governance Committee (1988-present)

Business School Ethics Committee (1988-1992)

Speak to SLU Pediatric Residents twice a year (1992-present)



Taught several 1/2 day courses for the St. Louis University Supervisory Development Program (1990-1998)

Faculty Advisor to Delta Sigma Phi social fraternity (1991-1997)

Faculty Advisor to Beta Gamma Sigma (1991-1995)

Facilitated team problem solving for Campus Recreation and Career Center (1993).

Facilitated a Strategic Planning session for the Human Resource Department (Dec. 1993)

Business School Computer Committee (1986-1988)

Business School MIS Task Force (1986-1988)

University Academic Affairs Committee (1985-1987)

Faculty Senator (1983-1986), (1975-1979), (1998-2001)

Faculty Advisor to Alpha Kappa Psi (1975-1981), (1998-2014)

## COMMUNITY

Speak twice a year to Ursuline Academy seniors on their transition to college life (1990 to present)

1999

Faculty Senator for the year

Faculty Advisor to Alpha Kappa Psi

B & A Graduate Board

Speak to SLU Pediatric Residents twice in 1999

Advisory Board of the Center for Teaching Excellence

Dissertation Committee Member for: Peter Weigel, Larry Stapleton, and Sharon Engle

1998

Spoke to many groups throughout the year; invited lecturer at the European Summer School for Advanced Management, Marseilles, France; invited lecturer at the Asian Intensive Summer School for Advanced Management, Penang, Malaysia; Distinguished Visiting Professor in the Graduate School of Management, University of Adelaide, Australia.

## 1996-present

Spoke to, trained or consulted with the following groups (partial listing):

Alexian Brothers Hospital  
American Institute of Banking  
American Medical Company  
American Public Power Association  
American Society of Association Executives  
Anheuser Busch  
AT&T  
Australia Post  
Bar Association of Metropolitan St. Louis  
Bi-State Development Agency  
British Shipbuilders  
Champion Technologies (Australia)  
Citicorp  
EMMIS Broadcasting  
Enterprise Leasing  
Farm Credit Banks  
Flexible Technologies - Scotland  
General American Insurance  
Graybar Electric Company  
Hospital Financial Management Association  
Illinois Department of Family Services  
Imperial Chemical Industries, Ltd.  
Magic House  
Missouri Athletic Club  
Monsanto Company  
Network Scotland, Ltd.  
Nokia Company  
Ralston Purina  
Shelter-The-Children Charity (volunteer)  
Southwestern Bell Telephone  
St. John's Hospital  
UPM-Kymmene (Finland)  
Ursuline Academy (speak to seniors twice a year)  
Vertex Chemical Company  
Veterans Administration Hospitals

Speak to **numerous** groups on management topics throughout the year.

## **HONORS AND AWARDS**

Mary A. Bruemmer Award-2014, Student Government Association, April 30, 2014

Student Support & Involvement Award, Office of International Services,2014.

2013 John Robert Gregg Award in Business Education, NBEA.

“Best Professor of Management” Global Award given by the World Education Congress (For Excellence in Education, Leadership & Teaching), Mumbai, India, 28 June 2013.

Outstanding Teacher, Student Government Association, 2011.

Selected as a top 10% Professor for the University of South Australia. 2011 and 2012

Beta Gamma Sigma “Undergraduate Teacher of the Year” 2010.

Selected by the SLU student body to give the Fall 2009 “Last Lecture”

Emerson Excellence in Teaching Award for Saint Louis University (2008)

Outstanding Teacher for the Executive Master of International Business Program (2009)

“Make A Difference” for First Year Experience (2008)

Beta Gamma Sigma “Undergraduate Teacher of the Year” 2004.

Beta Gamma Sigma “Graduate Teacher of the Year” 2003.

Beta Gamma Sigma "Teacher of the Year" 2002.

Beta Gamma Sigma "Teacher of the Year" 1998.

Australian National One-Wall Handball Singles Champion 1997

Nancy McNeir Ring Award, Outstanding Faculty Member of the Year for St. Louis University, 1995.

Was honored as a five-time recipient of the Outstanding Teacher Award for the Leeuwarden Business School BT/MSC Program. Dr. Shaner has been named the outstanding teacher every year since the inception of the course in 1992.

Named the Outstanding Teacher of the Year by St. Louis University's Chapter of Beta Gamma Sigma (1991), (1976).

Alumni Distinguished Faculty Award (1989).

Listed in Who's Who in St. Louis Business (1980-present).

Burlington Northern Outstanding Teacher at Saint Louis University (all campuses 1986).

Alpha Kappa Psi Distinguished Service Award (1976).