

## MICHAEL W. COOMBS

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### EDUCATION

**University of Southern California, Marshall School of Business, Los Angeles, CA**  
Ph.D., Business Administration (OB/HRD), May 1989.

Dissertation: "Measuring Career Concepts: An Examination of the Concepts, Constructs, and Validity of the Career Concept Questionnaire."

**University of the Pacific, McGeorge School of Law, Sacramento, CA.**  
Completed 12 months of courses, but not degree.

**Brigham Young University, Graduate School of Management, Provo, UT.**  
Master of Public Administration

**Brigham Young University, Dept. of Political Science, Provo, UT.**  
Bachelor of Arts in Political Science

**Brigham Young University, Dept. of Life Sciences, Provo, UT.**  
Bachelor of Science in Zoology/Chemistry.

**Grossmont College, El Cajon, CA.**  
Associate of Arts

### TRAINING COURSES AND CERTIFICATES RECEIVED:

Mediation Training, Los Angeles County Bar Association.

Principles of Persuasion, Advanced Mediation Services.

Consulting Psychologists Press Counseling Certifications  
Strong Vocational Interest Inventory  
Myers-Briggs Type Indicator  
FIRO-B (Interpersonal Relations)

Real Estate Salesperson Licensing Course

## EMPLOYMENT

Associate Professor of Clinical Management & Organization: 2007 - present

Assistant Professor of Clinical Management & Organization: 2001 – 2007

Marshall School of Business, University of Southern California, Los Angeles, CA

### Courses Taught

#### Undergraduate

BUAD 104	Learning about International Commerce – Chile and Singapore
BUAD 206	Transfer International Experience - Italy
BUAD 304	Organizational Behavior
BUAD 304 W	Organizational Behavior (World Bachelors in Business students)
BUAD 497	Strategic Management
BUAD 490	Directed Research
BUAD 499	Special Topics
BUCO 252	The Art of Case Analysis & Presentation
MOR 331	Interpersonal Competence, Influence and Development
MOR 465	Advanced Strategic Analysis
MOR 469	Negotiation and Persuasion
MOR 471	Managing and Developing People (HRM)

#### Graduate

GSBA 502 A	Leadership Development
GSBA 519 A/B	Competitive Strategy
GSBA 522 A/B	Managerial Perspectives
GSBA 532	Leadership in Organizations
GSBA 543	Managerial Perspectives
GSBA 572	Strategic Planning For Growth (Masters in Business for Veterans)
GSBA 580	Business Practices in the Pacific Rim
GSBA 582	Business Environment & Management Practices-Pacific Rim
GSBA 595	Internship in Business
MOR 557	Strategy and Consulting
MOR 569	Negotiation and Deal Making
MOR 570	Leading Effective Teams
MOR 571	Leadership and Executive Development
MOR 590	Directed Research
MOR 593	Independent Research

#### Executive Education

Masters in Business for Veterans (MBV), Spring 2014, Spring 2015, Spring 2016, Spring 2017.

Management Development Program, Spring 2005, Fall 2005, Spring 2006, Fall 2006, Spring 2007, Fall 2007, Spring 2008, Fall 2008, Spring 2009, Fall 2009, Spring 2010, Fall 2010, Spring 2011, Fall 2011, Spring 2012, Fall 2012, Spring 2013, Fall 2013.

Summer Business Program, 2013.

Advisor/Coach: Undergraduate International Business Case Competitions, 2001 – present  
Univ. of Texas-Austin, October 2001, 2002, 2004, 2005, 2006, 2007, 2008, 2009.  
McGill University, Montreal, Canada, March 2002, 2003, 2004, 2005, 2006, 2009.  
Copenhagen Business School, Copenhagen, Denmark; March 2003, 2006, 2009,  
2013, 2017  
Marshall School of Business, University of Southern California; February 2003,  
2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016,  
2017.  
The Ohio State University; November 2004, 2005, 2008, 2009, 2010.  
Royal Roads University, British Columbia, Canada; March 2006, 2014, 2015.  
Hong Kong University of Science and Technology; 2005, 2009, 2012, 2013, 2014,  
2015, 2017.  
NTU, Singapore, 2008, 2009, 2017  
Thammasat University, Thailand, 2010, 2015, 2016, 2017.  
Indiana University, National Diversity Case Competition, 2014, 2015, 2016.  
Olin School of Business, Washington University, St. Louis, MO, 2014.  
University of Washington – Tacoma, 2014, 2015, 2017  
University of Washington – Seattle, 2015.  
University of New South Wales, in Sydney, Australia – 2015.

Judge: USC Institute for Global Health Case Competition, 2014, 2015, 2016.

Judge: USC Registrar's Office App Development Competition, 2015.

Judge: USC Global Case Challenge (MBA) 2016,

Member: USC Academic Senate Committee on University Events, 2011-2013.

Chairman/Member: MOR Dept. Undergraduate Curriculum Committee, 2001-2014.

Member, Marshall Undergraduate Curriculum Committee, 2006 – 2010

Course Coordinator: BUAD 497 faculty. Facilitate selection of text-books, cases, and assignments for BUAD 497 classes. Advise junior faculty re: teaching methods, content, and other issues, 2001-present.

Course Advisor; MOR Department, 2010-present.

Cohort Advisor: Freshmen students emphasizing Business/Cinema, 2004.

Cohort Advisor: Freshmen, 2007-2008, 2008-2009, 2009-2010, 2011.

Member: Marshall International Case Competition Steering Committee, 2003-present.

Advisor: IBM – Watson Case Competition, 2014.

Advisor: Hult Prize at USC Case Competition, 2014.

Instructor: Marshall School of Business, University of Southern California, 1991-2001.

Undergraduate

BUAD 304 Organizational Behavior

MOR 473 Human Resource Management

BUAD 497 Managerial Decision Making and Planning (Strategy)

Graduate

GSBA 522 Managerial Perspectives

GSBA 543 Managing Behavior in Organizations

MOR 551 Performance Management & Motivation

MOR 557 Strategy and Consulting

MOR 567 Interpersonal Influence and Power

MOR 568 Power & Politics

MOR 569 Negotiation and Deal Making

Lecturer: California State University at Northridge, College of Business & Economics, Northridge, California, 1999 – 2001.

Undergraduate

MGMT 497 Managerial Decision Making (Strategy)

Lecturer: California School of Professional Psychology, Monterey Park, California, 1992.

Lecturer: Brigham Young University, Department of Political Science, Provo, UT., 1976.

**RESEARCH INTERESTS**

Assessment and Selection

Decision-Making Analysis

Survey and Needs Analysis

Team-building Facilitation

Organization Change

Career Development and Outplacement

Negotiation Conflict Resolution

Conflict Resolution

Job and Performance Analysis

Management Training and Development

**PROFESSIONAL ASSOCIATIONS**

Academy of Management

Society for Human Resource Management

**TEACHING INTERESTS**

Strategic Management

Individual and Organizational Development

Globalization

Negotiation.

## **PUBLICATIONS and RESEARCH**

### **BUSINESS SIMULATION**

Immersion Simulation for Graduate Business Students funded by The Lord Foundation, 2006.

A joint, interdisciplinary project combining individuals from the Marshall Experiential Learning Center with staff from USC's Institute for Creative Technologies located in Marina Del Rey, California. The exercise combines multiple technologies and interfaces for maximum student interaction.

### **CASE WRITING**

Marshall International Case Competition sponsored by Intuit, Inc. 2017

Marshall International Case Competition sponsored by Owens & Minor, 2013

Marshall International Case Competition sponsored by PWC, 2012

Marshall International Case Competition sponsored by HP, 2011

Marshall International Case Competition sponsored by The Walt Disney Company, 2010

Marshall International Case Competition sponsored by Nestle Company, 2009

Target Stores: Maintaining Momentum During Economic Downturns, 2008

Marshall International Case Competition, 2008  
The Los Angeles Times: 2008

Marshall International Case Competition, 2007  
The Target Corporation: GO International

Marshall International Case Competition, 2006  
Executive Charter Jet Services.

Marshall International Case Competition, 2005  
Strategic Alliances and Mergers within the Pharmaceutical Industry.

Marshall International Case Competition, 2004  
Intellectual Property and Digital Piracy.

## **BOOK REVIEW**

Book Reviewer – 2005

Invited by Isabelle Ladjadj of *Manageris*, a French publication founded in 1992 by two INSEAD alumni to read and prepare a commentary of the book “The Skilled Negotiator” by Kathleen Reardon.

## **ARTICLES**

"Decision Style and New Venture Success: An Analysis of INC. 500 and YPO Executive's Environments," a paper presented with L.E. Pate, M. J. Driver, E. Gatewood, and J.P. Goodman, at the Babson Entrepreneurship Research Conference, Wellesley, Massachusetts, April 1990.

"Measuring Career Concepts: An Examination of the Concepts, Constructs, and Validity of the Career Concept Questionnaire," a dissertation for the Doctor of Philosophy degree at the University of Southern California, 1989.

"Mergers and Acquisitions: Managing the Emotional Issues," with Phillip L. Hunsaker in Personnel, March 1988.

"Bridging the Individual - Organizational Career Expectation Gap: A Long - Term Perspective on Career Stage Models in Engineering Careers," a paper presented at the IEEE Conference on The Engineer's Life and Career in Today's World, San Diego, California, October 14-16, 1987.

"Fit Between Career Concepts, Corporate Culture and Engineering Productivity and Morale," a paper presented with Dr. Michael J. Driver at the IEEE Conference on Enhancing Engineering Careers, Palo Alto, California, October 27, 1983.

"The Washington Seminar" - a multi-media presentation developed for the Political Science Department at Brigham Young University, 1977.

"Let the Experts Do It" - a leadership presentation on supervisory responsibility given while attending the U.S. Navy Leadership - Management course in Coronado, California, 1974.

## **SPEAKING and CONFERENCES**

Moderator, USC Orange County Business Showcase, USC Alumni Association, Spring 2013.

Speaker, USC Student Affairs, Career Center, Spring 2013.

Speaker, USC Marshall Parents Day, October 2011. “Win Every Day: Negotiating in the Real World.”

Speaker, USC Undergraduate Student Affairs Subcommittee of the USC Board of Trustees, March 2010.

Speaker, USC Trojan League, March 2009.

Guest Lecturer, USC Public Health Program, 2008, 2009.

Speaker: Northmarq Corporation Annual Retreat, 2008.

Speaker: Organization Presidents and Officers meeting, 2003.

Speaker: Burbank High School Academy of Finance, January 13, 2005

Speaker: Gamma Phi Beta Sorority Scholarship Dinner, Fall 2005.

Speaker: Communication 320 course in Annenberg School of Communications, January 2006. Topic: Team Dynamics.

Speaker's Panel: Parents' Welcome to Marshall on Move-In Day, August 2006.

Speaker's Panel: Parents' Welcome to Marshall on Move-In Day, August 2007.

Speaker's Panel: Parents' Welcome to Marshall on Move-In Day, August 2008.

Speaker – May 5, 2006

Korean Managers (FKI Program)

The Theory and Practice of Some High Performance Organizations.

Speaker – 2005

Thailand Government Savings Bank Management Leadership Program

The Many Faces of Leadership.

Speaker – Spring 2004

Society of Manufacturing Engineers (SME)

The division in which I was to speak was cancelled the week prior to the national conference.

Speaker – Summer 2002

Asia Pacific Institute sponsored Manufacturing Leadership Training Program for 30 high level executives from a variety of organizations.

**HONORS:**

USC Mellon Award for Mentoring Undergraduates, Spring 2013.

Golden Apple award for Excellence in Teaching, 2009 - 2010

Golden Apple award for Excellence in Teaching, 2010 – 2011

Golden Apple award for Excellence in Teaching, 2013 - 2014

Dean's Award for Community, May 2010  
Dean's Award for Community, May 2008  
MOR Dept. Service Award, May 2017  
MOR Dept. Service Award, May 2016  
MOR Dept. Service Award, May 2011  
MOR Dept. Service Award, May 2007  
MOR Dept. Service Award, May 2006  
Recipient, Outstanding Young Man of America  
Selectee, U.S. Presidential Management Intern Program  
Recipient, U.S. Navy Achievement Medal  
Graduating Speaker, Alumni Banquet, Brigham Young University

## **INDUSTRIAL / ORGANIZATIONAL EXECUTIVE EXPERIENCE**

Senior Consultant: Lee Hecht Harrison (Outplacement/Career Mgmt. Services) 1993-1994.

Assessed, counseled, and strategized job search activities with individuals measurably increasing their effectiveness in managing their career transition.

Managed caseload of 50 candidates.

Utilized communication and training skills to deliver developmental programs and workshops to individuals and groups on a variety of job search topics. Also spoke publicly to outside groups.

Exercised coaching skills to monitor and encourage appropriate activities necessary to obtain effective and efficient job search results.

Role-played various job search situations with individuals and groups demonstrating effective responses to typical situations encountered in job search campaigns.

Senior HR Consultant/Training Director: Decision Dynamics Corporation, 1982–1992.

Designed and delivered development programs and advised Fortune 500 companies on career development, decision making, human resource system design, team-building, executive transitions and mergers and acquisitions increasing client's organizational effectiveness and productivity.

Identified and resolved conflict among Senior Vice Presidents after acquisition by a conglomerate, achieving short term objectives and increasing company performance.

Counseled managers and provided feedback on assessment results identifying strengths and weaknesses and discussing steps to improve individual and organizational effectiveness.



Conducted multiple career development workshops for several major corporations identifying key personnel strengths, increasing the number of effective employee-job matches in the company.

Performed organization-wide surveys and needs analyses, identifying key individual and organizational cultural, satisfaction, and performance issues on samples as large as 800 people.

Identified skills and abilities of successful technical salespersons needed to manage new product with 84% accuracy increasing profitability and sales force effectiveness.

Sales Assessment Simulation Administrator: Merrill Lynch Pierce Fenner & Smith, 1982–1989.

Administered Merrill Lynch corporation-wide Financial Consultant Applicant Assessment Program, resulting in selection of best-qualified applicants as Financial Consultants.

Trained experienced Financial Consultants as assessors to appropriately evaluate applicants on several dimensions of job-related behavior ensuring accurate assessment of applicants.

Briefed Merrill Lynch regional managers on applicant performance describing and evaluating applicant strengths and weaknesses.

Real Estate Salesperson: Sweetwater Timeshare Sales, 1980–1981.

Sold timeshare ownerships of vacation condominiums.

Training Director: Oregon State Dept. of Human Resources, 1978-1979.

Directed management/supervisory training in seven Oregon state agencies (Welfare, Employment Development, Children's Services, Health, Mental Health, Corrections, and Vocational Rehabilitation) combining training responsibilities and increasing organizational effectiveness within established performance and budgetary goals.

Trained over 50 managers/supervisors each month resulting in accelerated delivery of five-day workshops, one day follow-up and team-building sessions, reinforcing appropriate management and supervisory skills.

Developed Management and Supervisory development training materials, delivering published materials ahead of schedule.

Trained division managers and supervisors to teach and facilitate management training sessions, increasing understanding and utilization of course content within the organization.

Established training data reporting system among separate divisions, increasing compliance with federal government tracking and reporting standards.

Summer Intern: U.S. General Accounting Office, Washington, D.C., 1977.

Member of a team collecting and authenticating budget information from the Executive Branch for use by the Congressional Budget Office during budget hearings as President Jimmy Carter was implementing a Zero-Based Budget program within the Executive Branch.

Performed legislative analysis for each agency project to determine eligibility for continued funding.

Contacted the key budget officer of each agency I was assigned and presented the importance and rationale for our request of additional budgetary detail. Followed up to obtain the requested information.

Prepared financial analysis and prepared information for submission to the Congressional Budget Office.

Summer Intern: U.S. House of Representatives, Washington, D.C., 1976.  
Rep. Clair W. Burgener of San Diego, CA

Attended agency briefing sessions and prepared notes for Mr. Burgener

Conducted research on issues of constituent concern

Naval Flight Officer: US Navy, San Diego, CA, 1971-1976.

Officer-in-Charge of Remote Detachments

Flight Crew Member- S-2, C-130, Northrup Chukar, Teledyne Ryan FireBee.

Piloted remotely piloted vehicles (drones) providing operational and training services to armed forces units of the United States and foreign countries at established and remote locations meeting mission requirements in air, on land, and sea.

Personnel Officer:

Realigned manpower levels and assignments consistent with USN objectives losing only two positions when approved by Pentagon.

Assistant Legal Officer

Managed legal affairs for squadron including non-judicial punishment and a court

martial.

Public Affairs Officer

Directed public affairs campaign for U.S. Navy Bicentennial increasing media coverage for squadron and wing within the San Diego area.

**CONSULTING AND ADVISORY SERVICES**

ARCO Transportation Company  
Rockwell International: Rocketdyne Division & North American Aviation Operations  
The Aerospace Corporation  
Transpacific Development Company  
Xerox Computer Services  
Los Angeles Department of Water & Power  
Pneumo-Abex Corporation & Abex Company  
National Waterlift Company  
Cleveland Pneumatic Company  
Remco Company  
Department of the Army, Fort Ord, California  
U.S. National Guard Training Center, Little Rock, Arkansas  
Merrill Lynch, Pierce Fenner & Smith  
American Honda Motor Company  
Development Office, Dept. of Engineering, USC, Los Angeles, CA  
Cross & Trecker Company  
Eli Lilly and Company  
United Parcel Service  
Carter Hawley Hale Department Stores  
NASA (Senior Executive Program)  
Allergan  
Career Planning Center, Los Angeles, CA.

**MENTORING and COACHING to FACULTY and DOCTORAL STUDENTS**

MOR 469/569

Suzanne de Janasz; Sally Baack; Judith Gebhardt; Trudi Ferguson; Donna Miles.

GSBA 522

Kim Jaussi; Trudi Ferguson.

GSBA 532

Sandy Green

BUAD 304

Chris Bresnahan; Tenny Mickey; Jenny Xu; Rui Wu; Jody Tolan, Yeri Cho

BUAD 497

Phil Hawkins; John Crowe; Quentin Fleming; Yongliang Han; Murat Alpaslan; Cecily Cooper; Jina Kang; Jay Kim; Mark Kennedy; Rob Salomon; Trudi Ferguson; Daniel Degraevl; Ilya Okhmatovskiy; Donna Miles; Judith Gebhardt; Lin Chai; Libby Weber; Yuan Li; Luis Diestre; Yu-Chieh Lo; Ing Hwee Chok;

Julia Dare; Noble Coker; Steven Barth; Arvind Ramakrishnan, YooKyoung Kim,  
Bob Zukis, Mark Shuken, Jason Park.