

VITA

EDUCATION

- Doctor of Philosophy** **Doctor of Philosophy in Business Administration**
 Concentration: Strategic Management, International Management & Entrepreneurship
 The Florida State University, Tallahassee, Florida, 1996
- Dissertation Topic: Determinants of International Expansion Mode Performance for Small and Medium-Sized Enterprises: A Resource-Based Perspective.**
- Masters of Business Administration** **University of West Florida, Pensacola, Florida**
 Entrepreneurial Studies, 1979
- Bachelor of Science** **University of West Florida, Pensacola, Florida**
 Marketing, 1978
- Licensure** **State of Florida Real Estate, 1991 (inactive); State of Florida Insurance, 1989 (inactive).**

ACADEMIC EXPERIENCE

Associate Professor

University of North Carolina at Wilmington, Cameron School of Business, Department of Management and Marketing: teaching courses in Strategic Management; Management of Innovation and Technology; and MBA course in Strategic Visioning.

Assistant Professor

University of South Florida, College of Business (Tampa), Department of Management: teaching courses in Strategic Management & Business Policy and The Future: Managing, Planning and Projecting. (1998- 2003).

University of West Florida, College of Business (Pensacola), Department of Management: teaching courses in Strategic Management, International Management, Entrepreneurship, Managing the Future. Received Outstanding Instructor Award (1990-1998).

PUBLICATIONS:

Rasheed, H. (2005) Foreign Entry Mode Strategy and Performance: Moderating Effects of Environmental Factors,” Journal of Small Business Management, 43(1) 41-54.

Rasheed, H. (2004) Capital Access Barriers to Public Procurement Performance: The Moderating Effects of Ethnicity, Gender and Education, Journal of Developmental Entrepreneurship 9(2).

Rasheed, H. & Rasheed B. (2003), Developing Entrepreneurial Characteristics in Youth: The Effects of Education and Enterprise in Experience in Ethnic Entrepreneurship: Structure and Process (ed: Stile, C. & Gabraith, C.); Elsevier Science, Amsterdam.

Rasheed, H. & Geiger, S. 2001. Determinants of Governance Structure for the Electronic Value Chain: Resource Dependency and Transaction Costs Perspectives. Journal of Business Strategies, 16(2), 159-176.

Geiger, S., Rasheed, H., Hoffman, J. Williams, R. 2001. The Effect of Corporate Strategy and Regulation on the Risk of Electric Utilities. International Journal of Organizational Analysis, (Vol. 9 (2), 172-187.

REFEREED CONFERENCE PROCEEDINGS:

Rasheed, H. "Navigating the Entrepreneurial Journey: Using Innovation to Bridge The Gaps Of Technological Discontinuity", presented at Southern Management Association, 2003.

Rasheed, H. & Geiger, S. (2001). "Implementation of Electronic Commerce in Supply Chain Management: A Resource Perspective", Proceedings of Society for the Advancement of Management.

Rasheed, H. (2001). "Developing Entrepreneurial Potential in Youth: The Effects of Entrepreneurial Education and Venture Creation", Proceedings of United States Association of Small Business and Entrepreneurship (finalist for best paper in track).

Rasheed, H. & Geiger, S. (2001). "Determinants of Governance Structure for the Electronic Value Chain: Resource Dependency and Transaction Costs Perspectives ", Eastern Academy of Management, Costa Rica.

Rasheed, H. (2000). "Public and Commercial Market Penetration: Competitive Barriers and Demographic Factors for Small Firms", United States Association of Small Business and Entrepreneurship Conference Proceedings.

Rasheed, H. (2000). "Competitive Barriers in Public Procurement: Demographic Factors, Southwest Academy Conference Proceedings.

Rasheed, H. & Simmonds, P. (1999). "International Strategic Fit: A Causal Model of Environmental and Resource Linkages with Foreign Entry Mode and Performance, Academy of Management Annual Meeting.

Rasheed, H., Anthony, W. & Simmonds, P. (1997). "Contextual Determinants of Foreign Entry Mode Strategy and Performance for Small and Medium-Sized Enterprises," presented at the Academy of Management Annual Meeting, 1997.

Rasheed, H. (1997). "Resource Differences Between Foreign Entry Mode Strategies," Southwest Management Association Conference Proceedings.

Rasheed, H. (1996). "Financial Life Cycles: An Analytical Model," United States Association of Small Business and Entrepreneurship Conference Proceedings.

Rasheed, H. (1995). "Strategic Choices For Declining Small Enterprises: An Analysis of Resource and Performance Interactive Effects," Southern Management Conference Proceedings.

Rasheed, H. (1995). "Determinants of International Expansion Mode: A Resource Perspective," Association of International Business, Southeast Conference Proceedings.

WORKS IN PROGRESS:

Rasheed, H. Ogilvie, dt. (2005) Predicting Patterns of Entrepreneurial Opportunity Discovery: The Impact of Decision Support Systems using Bisociation, submitted to the Eastern Academy of Management - International 2005 Conference in Cape Town, SA.

Rasheed, H. "Growth or Retrenchment Strategy Choices for Declining Small Firms: The Joint Effects of Performance and Resources"

Rasheed, H. & Geiger, S. . "Pure Plays Versus Brick And Click: An Analysis Of E-Commerce Marketing Strategy, Channel Structure, And Performance", presented at the Academy of Management Conference, 2002.

Rasheed, H. & Geiger, S. Performance Implications of Internet-based Information Technology in Supply Chain Management, Southern Management Association Proceedings, 2002.

Geiger, S., & Rasheed, H. Efficacy of Security Mechanisms in Internet E-Commerce Fraud Prevention, Southern Management Association Proceedings, 2001.

CONFERENCE PRESENTATIONS

Lorhke, F. Franklin, G. & Rasheed, H. (2000). "Electronic Commerce and Entrepreneurship: Towards a Research Agenda", Symposium presented at Southern Management Association Conference.

Rasheed, H. (1999). "Nurturing Potential Entrepreneurs," Entrepreneurship Education Forum.

Rasheed, H. (1999). "The Effects of Entrepreneurial Education on Pre-Collegiate Student Attitudes," USF Collaborative Conference.

Rasheed, H. (1998). "Turnaround or Bankruptcy: Timing is Everything," case study presented at the Academy of Management Annual Meeting.

Rasheed, H. & Eagen, V. (1998). "Determinants of Firm Size for Small and Medium-Sized Firms: Access to Capital or Owner/Manager Characteristics," African-American Economic Summit.

Rasheed, H. (1994). "TQM Strategic Implementation, Challenges of a Defense Contractor," published in the annual Small Business Institute Directors Proceedings.

SEMINARS & WORKSHOPS

Strategic Visioning System, Council of Entrepreneurial Development, Infotech, 2004.

"Strategic Visioning", Coastal Entrepreneurial Council, 2004

"Strategic Visioning: An Entrepreneurial Process for Bridging Technological Discontinuity" Prepared for National Black MBA Association Annual Convention Executive Seminar Series.

"Strategic Visioning: A Discovery Process for New Paradigms": presented to the International Association of Business Communicators, 1998.

"Empowering Youth Through Entrepreneurship Education": presented at the 100 Black Men of America Annual Convention, 1998.

"Research and Pedagogy": developed and presented to the McKnight Doctoral Fellows Annual Meeting, 1995.

"International Expansion Opportunities in Mexico": developed and presented to the World Trade Council, 1995.

"Cost Accounting for Construction Contractors": developed and presented for the City of Tallahassee, 1994-1995.

"Crisis Management Techniques": developed and presented at the City of Tallahassee's Minority Enterprise Week, 1993.

"Proposal Preparation Techniques": developed and presented to the Region IV 8(a) Contractors Association Meeting, 1992.

“Financial Management of Government Contracts”: developed and presented for the Small Business Development Center, Pensacola, 1991.

“Business Valuation Techniques”: a public seminar for business brokerage clients, 1990.

“Advance Marketing for Federal Contractors”: developed and present to the Region IV 8(a) Contractors Association Meeting, 1989.

**GRANTS &
SPONSORED
RESEARCH**

Youth Entrepreneurship Program, Cameron School of Business, University of North Carolina at Wilmington, 2004

Electronic Commerce Strategy, Department of Sponsored Research, University of South Florida, 2000

Hillsborough Public School, Youth Entrepreneurship Training and Evaluation, 2000

Youth Entrepreneurship Institute Grant, University Community Initiative, University of South Florida, 2000

Youth Entrepreneurship Education and Awareness Grant, Coleman Foundation, 2000

NAACP Reginald Lewis Youth Entrepreneurship Institute Program Evaluation, 2000

Kids Way Foundation, Program Evaluation, Breakaway Program, New York Public Schools, 2000

Enterprise Ambassador USA Program Evaluation, Nova Southeastern University, 1999

Newark, NJ Public Schools, Entrepreneurial Studies Program Evaluation, 1999

“Developing Entrepreneurs and Leaders”, USF Collaborative, 1999

Youth Entrepreneurship Program, USF College of Business, 1998-1999

“State of Florida Disparity Study,” The Florida Department of Labor, 1997

“Miami Local Institutional Capacity Assessment Study” and Miami Local Supply and Demand Study,” Minority Business Development Agency, 1996

“Construction Management and Development and Bond Guarantee Program Study for the Florida Department of Transportation,” 1995

OTHER PROFESSIONAL EXPERIENCE**Management
Consulting**

**Institute for Innovation, Inc. Wilmington North Carolina
Chief Executive Officer (2003-present)**

Founded an organization that has designed and patented Group Decision Support Software for brainstorming innovation in the private and public sector.

**Management, Training, and Education Consultants, Inc., Tampa, Fl.
Managing Director (1998-2003)**

As senior officer, provides research, management, marketing, management, and financial consulting and procurement services to small and mid-size entrepreneurial firms. Major service areas include market research, program evaluation, proposal and grant writing; contract cost and pricing training; marketing plans; SBA Section 8(a) applications; business and loan packages; analytical and evaluative studies; financial control systems; and overhead rate development. Provides technical assistance and training to micro-enterprises in Lee County, Florida. Have written and competitively won over \$15 million in federal, state, and municipal government contracts as a consultant and prime contractor. Served as Executive Director and government liaison for Region IV 8(a) Contractors Association, a 500-firm business organization. Also initiated a start-up import-export firm, Omar International, Inc..

**Financial
Management**

**Ver-Val Enterprises, Inc., Fort Walton Beach, Florida
Executive Vice President, Finance and Administration**

As Chief Financial and Administrative Officer of 410 employee, \$20 million aerospace manufacturer, supervised Finance, Accounting, Purchasing, Information Systems, Personnel, Contracts, and Marketing Departments. Participated in the proposal preparation of over \$100 million of contracts with the US Armed Services, NASA, and major aerospace prime contractors. Served as General Manager of a joint venture between Ver-Val Enterprises and Florida A&M, School of Business to develop a commercial manufacturing division and new industrial park. (1984 - 1990)

**Marketing
Account Executive**

Southern Bell, Pensacola, Florida

Responsibilities included development and execution of market strategy for telecommunication and data communication products (1981 -1984).

Engineering

**Southern Bell
Data Systems Specialist**

Responsibilities included technical design and implementation of data communications hardware, software, and facilities systems for markets in the North Florida area (1979 - 1981).

**Marketing
Management**

**National Standard Life Insurance Company, Pensacola, Florida
Agency and Sales Manager**

Responsibilities included personal sales and management of staff of six insurance salespersons (1976 - 1979).

**Purchasing
Manager**

AM Journal, Chicago, Illinois

Developed, organized, and managed a new centralized purchasing department for a major weekly newspaper publisher with 1million circulation (1974 - 1976).

**Financial
Analysis**

**FSC Business Development Office, Mobile, Alabama
Financial Analyst**

**Responsibilities included business loan packaging, financial statement analysis and preparation, feasibility studies, & management consulting (1973 - 1974).
Established office, hired staff, and developed administrative systems.**

PAST AND CURRENT AFFILIATIONS

**East Triangle 100 Black Men of America, Educational Committee Co-chair
Tampa Bay Male Club, Board of Directors
Foster Care Privatization Planning Coalition, Hillsborough County, Founding**

Board Member

**Haynes Services, Inc., Treasurer
Enterprise Florida Minority Economic Development Advisory Council, Founding
Board Member
Pensacola Chamber of Commerce Minority Development Task Force, Chairman
100 Black Men of America, National Youth Entrepreneurship Chairman
Southern Normal School, Board of Trustees
Editorial Board, Pensacola News Journal
Committee of 100, Fort Walton Beach, Board of Directors
University of West Florida College of Business, Advisory Board
Private Industry Council (PIC), Board of Directors
Leadership Pensacola, Charter Graduate, Board of Trustees**

SPECIAL RECOGNITION

**Junior Faculty Fellow, Florida Education Fund
Mc Knight Doctoral Fellow
Outstanding Instructor, University of West Florida
Outstanding Alumni, College of Business, University of West Florida
Outstanding Community Service, University of West Florida
Listed in Who's Who in Finance and Industry
Emerging Leader of the Year Nominee - Pensacola Chamber of Commerce
Sigma Iota Epsilon, National Management Honor Society**

Annotated Journal Articles and Manuscripts by Research Stream

Innovation and Knowledge Management

Information Technology, Electronic Commerce Marketing, and Supply Chain Management

Rasheed, H. & Geiger, S. 2001. Determinants of Governance Structure for the Electronic Value Chain: Resource Dependency and Transaction Costs Perspectives. Journal of Business Strategies, 16(2), 159-176.

This paper investigates boundary decisions that determine governance structures, particularly intermediaries and external contractors, for executing the primary functions of procurement, sales, and information technology support functions in the value chain model. Utilizing data from 113 firms doing business on the Internet, the findings indicate that firm resources have a significant impact on decisions to outsource or internalize electronic value chain functions. Specifically, firms with a greater reliance on sales intermediaries were found to deploy fewer technical e-commerce resources than firms less dependent on sales intermediaries. Moreover, the number of intermediary procurement functions was positively related to investment in web-based human resources. The results also suggest that firms experiencing lower levels of transaction frequency utilize more types of Internet sales methods.

Rasheed, H. & Geiger, S. “Pure Plays Versus Brick And Click: An Analysis Of E-Commerce Marketing Strategy, Channel Structure, And Performance”, accepted at the Academy of Management Conference, 2002 (under review at the Journal of Interactive Marketing).

Pure plays use the Internet as a market entry strategy and brick and clicks use the Internet as an alternate channel of distribution. Several theoretical frameworks are used to explore strategic and performance differences between business models. Results from a sample of 240 firms engaged in Internet-based consumer marketing suggest that brick and clicks are more effective than pure plays at using the Internet for brand equity building. Moreover, brick and clicks also enjoy higher profit expectations. However, using the Internet as a channel for sales transactions has a negative impact on profit expectations for both business models.

Rasheed, H. & Geiger, S. Performance Implications of Internet-based Information Technology in Supply Chain Management, Southern Management Association Proceedings, 2002.

Internet-based information technology (IT) has grown in its importance to value chain of firms. This research tests variations of previous IT models that suggest performance is affected by technology characteristics, organizational technology, resources and system utilization variables. Data from 165 firms that use the Internet to manage value chain functions suggest that performance depends on the type of industry and the type of supply chain function involved.

Geiger, S., & Rasheed, H. Efficacy of Security Mechanisms in Internet E-Commerce Fraud Prevention, Southern Management Association Proceedings, 2001.

The shift from private networks (EDI) to Internet based electronic commerce has resulted in new and growing concerns over fraud. Researchers have categorized security mechanisms designed to discourage fraud as authentication, server security and transmission encryption and control, but have not empirically tested their relative efficacy. Using data from 908 firms conducting web-based electronic commerce the results of this study indicate that the transmission encryption technique of digital certificates significantly reduce online fraud. Server security mechanisms of firewalls, encryption, and monitoring systems also significantly reduce fraud. However, using passwords and security breach warning systems may result in increase incidents of fraud.

Small Business and Entrepreneurship

Rasheed, H. Capital Access Barriers to Public Procurement Performance: The Moderating Effects of Ethnicity, Gender and Education, (accepted and pending publication at the Journal of Developmental Entrepreneurship).

This article expands on barriers to entry and repositioning theory by examining the moderating effects of small firm owner/manager characteristics on the relationship between their perceptions of capital access barriers and their firm's market penetration. Of particular interest was how these effects varied between public and commercial market segments and industrial sectors. Hierarchical regression analyses were conducted on survey data from 915 small firms to test whether firms owned and managed by individuals who are ethnic minorities, female, and/or have less education will have relatively lower market penetration as perceptions of capital access barriers increase. The results indicate that the interaction of gender and education with capital access barriers, respectively, influences market penetration for firms in the public market. The ethnicity of the owner/manager directly influenced market penetration for service firms. The results suggest important implications for public policy.

Rasheed, H. Foreign Entry Mode Strategy and Performance: Moderating Effects of Environmental Factors," (accepted and pending publication at the Journal of Small Business Management).

As the trend toward economic globalization increases, the internationalization of small and medium sized enterprises (SMEs) has become an important topic. Research on the performance outcomes of foreign market entry strategies has been primarily considered from the perspective of the multinational corporations. In this paper hierarchical regression analyses were conducted on archival data of 123 publicly held manufacturing SMEs based in the United States to test a contingency model that hypothesizes more of the performance variance is explained when the foreign market entry mode is strategically aligned with domestic and foreign environmental factors. The results indicate that firms will have a higher rate of international revenue growth using non-equity based (exporting) foreign market entry modes in growing domestic environments. International revenue growth is higher for equity-based modes when foreign market risks are high. The findings should provide managers of SMEs with contextual evidence for making successful foreign market entry decisions.

Rasheed, H. Growth or Retrenchment Strategy Choices for Declining Small Firms: The Joint Effects of Performance and Resources (revise and re-submit at the Journal of Business and Entrepreneurship).

Growth has been described as the essence of entrepreneurship. Organizational ecologists theorize an inevitable progression from growth through maturity, revival, and eventually decline. During the organizational life cycle entrepreneurs choose between growth, stability, or retrenchment strategies to overcome deteriorating trends in performance. Using survey data, this study tests a contingency model of strategic choice for declining entrepreneurial firms in the U.S. Small Business Administration database. The results indicate entrepreneurs choose growth strategy when their perceptions of resource availability and past financial performance are both high and when both are low, indicating entrepreneurs remain aggressive when faced with adverse conditions.

Rasheed, H. Developing Entrepreneurial Characteristics in Youth: The Effects of Education and Enterprise Experience Ethnic Entrepreneurship: Structure and Process (ed: Stile, C. & Gabraith, C.); Elsevier, Oxford, UK.

Identifying and nurturing entrepreneurial potential among youth can have long-term implications for American economic development. Prior research has not addressed whether education and

enterprise experience will affect the development of entrepreneurial talent prior to the collegiate level. This research concludes that entrepreneurship education and enterprise experience can affect characteristics commonly associated with entrepreneurs among intermediate level students. Specifically, student with training in entrepreneurship have greater overall entrepreneurial characteristics, higher achievement motivation, more personal control, and greater self-esteem than a comparable cohort. Students who participate in enterprise activities have greater overall entrepreneurial characteristics, more personal control, greater self-esteem and more innovation than a comparable cohort.

Rasheed, H. Navigating the Entrepreneurial Journey: Using Innovation to Bridge The Gaps Of Technological Discontinuity, (work in progress for Entrepreneurship Theory & Practice).

This paper discusses the importance of formalizing a systematic approach to creativity and innovation in navigating the entrepreneurial journey. As the value of product and service innovations decline over time, technological discontinuities occur until new innovations are introduced. The proposed Strategic Visioning Model incorporates the theory of bisociation into the environmental scanning process. By analyzing the interactive effects of environmental factors in a cross-impact matrix, this model facilitates projecting opportunities and threats at a higher order of brainstorming activity. It is expected that this process will produce more unexpected and novel discoveries and innovative ideas for incumbents and new ventures.

Strategic Management and International Marketing

Geiger, S., Rasheed, H., Hoffman, J. Williams, R. 2001. The Effect of Corporate Strategy and Regulation on the Risk of Electric Utilities. International Journal of Organizational Analysis, (Vol. 9 (2), 172-187.

Very little is known about the influences of corporate strategy and regulation on the risk of regulated firms. The current study addresses this gap by examining the relationship among the level of diversification, the regulatory environment, and risk levels of regulated electric utility companies. Results suggest that both the regulatory environment and level of diversification impact firm risk. Specifically, the regulatory environment in which a firm operates moderates the relationship between diversification and risk. Electric utilities operating in the least favorable regulatory environments benefited the most from diversification in terms of risk reduction, while electric utilities in the most favorable regulatory environments experienced increases in risk from diversification. These findings extend previous studies by showing how both the regulatory environment and corporate strategy impact the risk of regulated utilities.

Rasheed, H. Internationalization of SMEs: Evaluating Strategic Fit. Academy of Management Annual Meeting, 1999, Work in Progress for: Management International Review.

Contingency theorists suggest that corporate performance depends on the successful alignment or strategic fit between an organization's internal processes (strategy, structure, and resources) and the external environmental. Yet unresolved, is whether this contingency theory of strategic fit holds true for international expansion. This study extends previous literature by using domestic and foreign environmental factors, as well as resource-related theory to illuminate the productivity-based performance of foreign entry modes. Previous attempts to measure strategic fit with bivariate interactions have been methodologically inadequate. Using a causal model of strategic fit for international expansion, the complex inter-relationships of domestic and foreign environmental factors, tangible resources of the firm, foreign entry mode strategy and subsequent performance outcomes for small and medium-sized enterprises (SME) are hypothesized. The proposed structural equation model is tested using path analytic techniques in LISREL 8 and temporally-sequenced data from 140 publicly-held, small and medium-sized, U.S. based, manufacturing firms. The results indicate significant linkages between: 1) domestic environmental factors

and international expansion rate; 2) domestic industry complexity and foreign entry mode strategies; 3) foreign environmental risk and international expansion rate, mediated by tangible resources and entry mode strategies; 4) tangible resources and international expansion rate; 5) entry mode strategies and international expansion rate; and 6) firm size and international expansion rate.