

JAY DIAL

Fisher College of Business
The Ohio State University
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Columbus, OH 43210-1133

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EDUCATION

HARVARD UNIVERSITY Boston, MA

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Doctor of Business Administration

Concentration in Business Policy. Degree granted: June 1996

Thesis Chairman: Michael C. Jensen

Participated in Case Teaching Seminar with C. Roland Christensen

UNIVERSITY OF CHICAGO Chicago, IL

GRADUATE SCHOOL OF BUSINESS

Master of Business Administration

Concentrations in Business Policy, Finance and Marketing. Degree granted: June 1988

OLD DOMINION UNIVERSITY Norfolk, VA

Bachelor of Science in Business Administration, *Summa Cum Laude*

Concentration in Marketing. Degree granted: May 1986

Ranked first in graduating class of 2500

UNIVERSITY OF VIRGINIA Charlottesville, VA

School of Architecture

TEACHING AND RESEARCH EXPERIENCE

THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS Columbus, OH

Department of Management and Human Resources, Strategy Area

Clinical Professor 2014-2018

Clinical Associate Professor 2006-2014

Visiting Assistant Professor 2002-2006

- Teach *Strategy Formulation and Implementation*, core strategy capstone and general management course for Full-time and Working Professional MBA programs and Undergraduate Honors program
 - Teach *Managerial Economics*, core microeconomics course, Full-time, Working Professional and Executive MBA programs
 - Teach *INTOPIA: Applied Competitive Strategy* course, MBA elective course utilizing the Intopia international business simulation
 - Teach *Leadership and Competitive Analysis for Action*, elective course in Executive MBA program
 - Taught *Foundations of Transformative Leadership*, MBA Program
 - Taught *Strategy Formulation and Implementation*, Nationwide Insurance Marketing University
 - Taught *Strategy Formulation and Implementation*, Asia Graduate School of Business / Fisher College of Business joint degree program, Hyderabad, India
 - Teach programs at Fisher Executive Education for Textron, Huntington Bank, The Limited, AEP, Cardinal Health, OSU Ross Heart Hospital, Columbus Children's Hospital, FBI, Chemical Abstracts, The Builders Exchange among many others
 - Academic Director for Builders Exchange of Central Ohio Executive Education program
 - Lead speaker at Fisher Advantage Orientation Program, Fisher Season Premiere, Big 10 Case Competition and Fisher Internal Case Competition, Fisher Red Carpet Weekend
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- CASE WESTERN RESERVE UNIVERSITY** **1998-2002**
WEATHERHEAD SCHOOL OF MANAGEMENT Cleveland, OH
Assistant Professor, Department of Marketing and Policy Studies, Business Strategy Area
- Taught *Strategic Issues and Applications*, capstone strategy and general management course Full-time and part-time MBA students, 1998-2002; Accelerated Program, 1999-2001
 - Taught *Entrepreneurial Management* course, 1998-1999
 - Lead instructor for 1999 *Strategy Institute* orientation program
- WEATHERHEAD SCHOOL OF MANAGEMENT EXECUTIVE EDUCATION, CWRU** **1998-2004**
Cleveland, OH
- Taught *Strategy* module for custom Executive Education programs,
- ENTERPRISE DEVELOPMENT INCORPORATED (EDI)** Cleveland, OH
WEATHERHEAD SCHOOL OF MANAGEMENT, CWRU
- Taught numerous Executive Education programs for the school's non-profit corporation (EDI) that provides educational programs to Northeast Ohio's Entrepreneurial firms
 - Lead instructor for *Leadership Focus* Entrepreneurial Education course
 - Lead instructor for *Strategy and Structure* Entrepreneurial Education course
 - Lead instructor/facilitator for Board of Advisors Conference
 - Presenter, Business Strategy Basics, *IT: Teaching CEOs and Technology Managers the Same Language* Conference
 - Lead instructor/facilitator for *Excellence in Management* Conference
 - Regular moderator at *Winners' Circle Quarterly Breakfast Series*
- TEXAS A&M UNIVERSITY** **1995-1998**
LOWRY MAYS COLLEGE AND GRADUATE SCHOOL OF BUSINESS College Station, TX
Assistant Professor, Department of Management
- Taught *Strategic Management*, capstone MBA general management course, 1996-1998
Ranked first among sixty-six programs evaluated in *Quality of Strategy Course* and *Importance of Strategy Course* in MBA Benchmarking Study
 - Taught capstone undergraduate *Honors Strategy*, 1997-1998
 - Taught capstone undergraduate *Strategy* course, 1995-96
 - Coordinator and lead instructor for 1997 *MBA Challenge Week* orientation program
 - Listed in *Business Week* as a Most Popular Professor
- CORNELL UNIVERSITY** **1998-2004**
SCHOOL OF INDUSTRIAL AND LABOR RELATIONS, EXECUTIVE EDUCATION PROGRAM Ithaca, NY
Core Executive Education Program Faculty
- Taught the first day module in the Core Human Resources Program curriculum
 - Module focuses on creating a strategy framework for integrating subject matter on Strategic HRM
 - Program participants are typically VP-Human Resources, Fortune 100 companies
- HARVARD UNIVERSITY** **1993-1995**
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION Boston, MA
Research Associate
- Participated in case writing for *Entrepreneurial Management* course; 1994-1995
 - Assisted General Management teaching group in development and teaching for *General Manager's Perspective*, the capstone general management course in the MBA curriculum; 1993-94
 - Assisted teaching group and participated in development and case writing for *Coordination, Control and the Management of Organizations* course, a microeconomics-based organization theory course; 1992-93
 - Provided research assistance to *Organizations and Markets* group; 1992-1993
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UNIVERSITY OF CHICAGO
GRADUATE SCHOOL OF BUSINESS

1987-1988
Chicago, IL

Teaching/Research Assistant *Business Policy/Corporate Strategy* area

- Assisted in teaching and administering *INTOP*, a computer-based international corporate strategy simulation
Worked with full-time, part-time and Executive MBA programs; 1987-1988

HONORS, FELLOWSHIPS AND AWARDS

Listed among Favorite Professors of Top MBA's, Poets and Quants, 2017

Fisher College of Business Outstanding Full-Time MBA Core Professor, 2017

Fisher College of Business Outstanding Bright MBA Professor, 2016

Fisher College of Business Outstanding Executive MBA Professor, 2016

Fisher College of Business Outstanding Executive MBA Professor, 2015

Fisher College of Business Outstanding Executive MBA Professor, 2013

Fisher College of Business Outstanding Working Professional MBA Program Core Professor, 2013

Fisher College of Business Outstanding Working Professional MBA Program Elective Professor, 2012

Fisher College of Business Outstanding Executive MBA Professor, 2011

Ohio State University Alumni Award for Distinguished Teaching, 2010

Academy of Teaching Inductee, Ohio State University, 2010

Fisher College of Business Outstanding Working Professional MBA Program Core Professor, 2010

Fisher College of Business Outstanding Executive MBA Professor, 2010

Fisher College of Business Outstanding Working Professional MBA Program Core Professor, 2009

Fisher College of Business Outstanding Executive MBA Professor, 2009

Finalist, Ohio State University Alumni Award for Distinguished Teaching, 2009

Fisher College of Business Outstanding Working Professional MBA Program Core Professor, 2008

Finalist, Ohio State University Alumni Award for Distinguished Teaching, 2008

Fisher College of Business Outstanding Executive MBA Professor, 2007

Fisher College of Business Outstanding Part-Time MBA Core Professor, 2007

Fisher College of Business Outstanding Executive MBA Professor, 2006

Fisher College of Business Outstanding Part-Time MBA Core Professor, 2006

Pace Setter Graduate Teaching Award, Fisher College of Business, 2005

Fisher College of Business Outstanding Full-Time MBA Core Professor, 2005

Fisher College of Business Outstanding Part-Time MBA Core Professor, 2005

Fisher College of Business Outstanding Part-Time MBA Core Professor, 2004

Fisher College of Business Outstanding Part-Time MBA Core Professor, 2003

Weatherhead School of Management Teaching Excellence Award, 2000

Listed in *Business Week*, Best Professors, Texas A&M University, 1998

Best Paper Award Runner-Up, Strategic Management Society Conference, 2001 (Gimeno, Dial and Sengul)

BPS Division, Best Paper nominee, Academy of Management Conference, 1998 (Wright, Dial and Hoskisson)

Harvard University Scholarship, 1990-1994

Richard M. Hexter Memorial Fellowship, Harvard University

Ardis C. Griffin Fellowship, Harvard University

George B. Beitzel Fund Scholarship, Harvard University

University Outstanding Scholar, Old Dominion University, 1986

Phi Kappa Phi honorary fraternity, Old Dominion University

Beta Gamma Sigma, honorary business fraternity, Old Dominion University

Alpha Chi honorary fraternities, Old Dominion University

Outstanding Marketing Student, Old Dominion University, 1986

RESEARCH AND PUBLICATIONS

Refereed Publications

“Strategic Delegation: A Review, Theoretical Integration and Research Agenda,” Metin Sengul, Javier Gimeno and Jay Dial, *Journal of Management*, January 2012.

“Finance and Management Buyouts: Agency Versus Entrepreneurship Perspectives,” Mike Wright, Robert E. Hoskisson, Lowell Busenitz and Jay Dial, *Venture Capital*, July-September, 2001, Vol. 3, No. 3.

“Entrepreneurial Growth Through Privatization: The Upside Of Management Buyouts,” Mike Wright, Robert E. Hoskisson, Lowell Busenitz and Jay Dial, *Academy of Management Review*, 2000, vol. 25, No. 3.

“Agency and Entrepreneurship Perspectives on Leveraged and Management Buyouts: Managing the Downside Versus the Upside,” Mike Wright, Jay Dial and Robert E. Hoskisson, 1998 Best Paper Proceedings of the Academy of Management Conference, San Diego, CA.

“Incentives, Downsizing, and Value Creation at General Dynamics,” Jay Dial and Kevin J. Murphy, *Journal of Financial Economics* 37.

Working Papers

“Designing Incentive Systems that Shape Competitive Interaction,” Javier Gimeno, Jay Dial and Metin Sengul (Best Paper Award Runner-up, 2001 Strategic Management Society Conference).

“The Other Side of the Coin: Principal Opportunism in Agency Relationships,” Jay Dial and Asghar Zardkoohi

Professional Presentations

[Keynote address, Process Equipment Manufacturers Association, PEMA Annual Conference, San Juan, Puerto Rico, March 2017.](#)

[Case Method Teaching Workshop, Harvard Business School, assisted in course wrap up Q&A session, Boston, MA, December 2017.](#)

[Discussion Learning workshop, AACSB Bridge Program, University of California at Los Angeles, Los Angeles, CA, 2017.](#)

Discussion Learning workshop, AACSB Bridge Program, Washington University, St. Louis, MO, 2016.

Discussion Learning workshop, AACSB Bridge Program, Babson College, Boston, MA, 2015.

Discussion Learning workshop, AACSB Bridge Program, University of Southern California, St. Louis, MO, 2014.

Two-day workshop leader on Discussion Learning, Oregon State University, 2014.

Workshop leader on Discussion Learning, Michigan State University, 2014.

Discussion Learning workshop, AACSB Bridge Program, Ohio State University, Columbus, OH, 2013.

“Mini-Workshop: On Teaching Implications: Reflections from Leading Editorial Boards,” session co-chair, Strategic Management Society Conference 2013, Atlanta, GA.

“Talking About a Revolution: Building a Community of Scholars to Revolutionize Our Teaching Experience,” session co-chair, Strategic Management Society Conference 2013, Atlanta, GA.

“The Games People Play,” session chair, Strategic Management Society Conference 2013, Atlanta, GA.

“Teaching Strategy,” exclusive session presenter, Strategic Management Society Conference 2013, Atlanta, GA.

“Life Lessons from a Career in Academics,” session chair, Strategic Management Society Conference 2012, Prague.

“Teaching with the Case Method: Maintaining the “Right” Amount of Control in the Classroom,” Strategic Management Society Conference 2011, Miami, FL.

Stonehenge Partners Annual Investors Meeting, ““What Might I be Missing? Perceptual Barriers to Effective Leadership and Communication,” 2012.

“Foundations of Leadership: An Ontological Model”, Society of Marketing Professional Services National Conference, Chicago, IL, 2011.

National Association of Women MBAs Emerging Executive Series”, Orlando, FL, 2011.

“Strategy and Leadership modules”, Farm Credit Corporation Governance Series Conference, Kansas, MO, 2011.

“Teaching with the Case Method: Selecting Cases that are Guaranteed to Work,” Strategic Management Society Conference 2010, Rome, Italy.

“Maintaining the ‘Right’ Amount of Control in the Case Method Classroom,” 2009 Strategic Management Society Conference, Washington, D.C.

“Discussion Learning: What’s Different About It and How To Do It Effectively?” Conducted teaching workshop on case method/discussion learning at invitation of WP Carey School of Business, Arizona State University, January, 2006.

“Innovative Methods in Teaching Strategy Courses,” Professional Development Workshop, 2004 Academy of Management Conference, New Orleans, LA. Served as organizer and workshop leader. Assisted by Michael Roberts.

“Discussion Learning: Using the Case Method in your Classroom,” Professional Development Workshop, 2003 Academy of Management Conference, Seattle, WA. Served as organizer and workshop leader. Assisted by Brian Golden and Gerry Keim.

“Designing Incentive Systems that Shape Competitive Interaction,” Javier Gimeno, Jay Dial and Metin Sengul, 2001 Strategic Management Society Conference, San Francisco, CA.

“Discussion Learning: Using the Case Method in your Classroom,” Professional Development Workshop, 2001 Academy of Management Conference, Washington, D.C. Served as organizer and workshop leader. Assisted by Brian Golden and Amy Hillman.

“Discussion Learning: Using the Case Method in your Classroom,” Professional Development Workshop, 2000 Academy of Management Conference, Toronto, Canada. Served as organizer and workshop leader. Assisted by Brian Golden and Amy Hillman.

“Entrepreneurial Growth Through Privatization: The Upside of Management Buyouts,” Mike Wright, Robert E. Hoskisson, Lowell Busenitz and Jay Dial, 1999 Strategic Management Society International Conference, Berlin, Germany.

“The Other Side of the Coin: Principal Opportunism in Agency Relationships,” Jay Dial and Asghar Zardkoohi, 1999 Academy of Management Conference, Chicago, IL.

“Discussion Learning: Using the Case Method in your Classroom,” Professional Development Workshop, 1999 Academy of Management Conference, Chicago, IL. Served as organizer and workshop leader. Assisted by Brian Golden, Neil Jones and Myra Hart.

“Agency and Entrepreneurship Perspectives on Leveraged and Management Buyouts: Managing the Downside Versus the Upside,” Mike Wright, Jay Dial and Robert E. Hoskisson, 1998 Academy of Management Conference, San Diego, CA.

“Metaphors for Teaching Strategy: Art, Acting and Adventure,” joint symposium for BPS and MED divisions, 1998 Academy of Management Conference, San Diego, CA. Presented with Brian Boyd, Albert Cannella, Laura Cardinal and Chet Miller.

“Examining Ownership and Performance: The Case of Round Trip LBOs.” Invited presentation at Richard Ivey School of Business Research Series, University of Western Ontario, London, Ontario.

“Strategic Governance: The Strategic Effect of Managerial Governance in Competitive Interaction,” with Javier Gimeno, Jay Dial and Albert A. Cannella, 1997 Strategic Management Society International Conference, Barcelona, Spain.

“Understanding the Relationship Between Ownership Structure, Capital Structure and Firm Performance: An Examination of Whole Company Reverse Leveraged Buyouts,” 1997 Academy of Management Conference, Boston, MA.

“The LBO Round Trip Phenomenon: An Empirical Investigation of Operating Performance in Whole Company Reverse Leveraged Buyouts,” 1996 Academy of Management Conference, Cincinnati, OH.

“Incentives, Downsizing and Value Creation at General Dynamics.” Presented at 1995 Electronic Industries Association Human Resources Conference, Washington, DC.

“Incentives, Downsizing and Value Creation at General Dynamics.” Presented at Texas A&M University, Purdue University, London Business School and University of Western Ontario.

“Entrepreneurship: A Definition Revisited” with Myra M. Hart and Howard H. Stevenson, 1995 Babson College Entrepreneurship Research Conference, London, England.

Supplementary Teaching Materials

[Buck Supply Company, new case prepared for National Association of Wholesalers Executive Education program at Fisher College of Business, The Ohio State University, 2017 \(co-authored with Dan Oglevee\).](#)

Columbus Blue Jackets National Hockey League Franchise, case written for Fisher Invitational/Big Ten case competition, 2014.

Brio Bravo Restaurant Group, case written for Fisher Invitational/Big Ten case competition, 2013.

Ethan Allen, case written for Fisher Invitational/Big Ten case competition, 2012.

PowerPoint presentation files, transparency masters and Student Note Taking Guide for **Strategic Management: Competitiveness and Globalization**, 2nd Edition (West Educational Publishing), authored by Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson and 3rd Edition (South-Western College Publishing).

Harvard Business School Case Studies and Teaching Notes

Jack Welch: General Electric's Revolutionary, with Joseph L. Bower.

General Dynamics: Compensation and Strategy (A) and *General Dynamics: Compensation and Strategy (B)*, with Kevin J. Murphy.

Wisconsin Central Railroad and Berkshire Partners (A): LBO Associations and Financial Distress (teaching note) and *Wisconsin Central Railroad and Berkshire Partners (B): LBO Associations and Corporate Governance*, with Michael C. Jensen and Brian Barry (case and teaching note).

Bob Reiss and Valdawn (A): November 1994, with Amar Bhide.

Physician Sales & Service, Inc. (A), with Amar Bhide.

Transformation at Ford, with Mark Pelofsky, Leonard Schlesinger and Susan Ehrlich.

Professional Associations and Duties

Strategic Management Society

Founding officer of *Teaching Community*

Chair, Strategic Management Society Teaching Community, 2013

Program Chair, Strategic Management Society Conference, Prague, Teaching Community 2012

Academy of Management

Teaching Committee, BPS Division, Academy of Management, 2014-2016

Teaching Committee, BPS Division, Academy of Management, 2014

Member, Business Policy & Strategy division

Member, Management Education division

Teaching Committee, BPS Division, Academy of Management, 1999-2001

Attendee, 1997 Academy of Management Junior Faculty Consortium, BPS Division, Boston, MA

Head judge at Oklahoma Invitation Case Competition, 2004

Ad hoc reviewer

Academy of Management Journal

Academy of Management Learning and Education

Academy of Management Review

Entrepreneurship: Theory and Practice

Journal of Financial Economics

Journal of Management

Journal of Management Studies

Strategic Management Journal

MANAGEMENT EXPERIENCE

DELOITTE & TOUCHE

Boston, MA

Senior Management Consultant

- Specialized in retailing and corporate finance. Additional experience in public sector and insurance industry
- Managed multi-million dollar project in insurance industry, including direct report responsibility with client top management

KRAFT, INC.

Glenview, IL

Brand Assistant

- Assisted in day-to-day management of \$150 million consumer product business
- Performed strategic analysis of competitors' tactics and positioning

SOUND WORLD LTD.

Virginia Beach, VA

General Manager

- Full P&L responsibility for multi-million dollar specialty retailer of high-end audio equipment
- Complete responsibility for buying and merchandising of product mix, hiring and training of personnel and management of sales and repair operations

AUDIO ASSOCIATES

Richmond, VA

General Manager

- Full P&L responsibility for specialty retailer of high-end audio equipment
-