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PROFESSOR OF MANAGEMENT
MBA DIRECTOR
DEPARTMENT OF MARKETING & MANAGEMENT
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AREAS OF INTEREST:

Instruction: Management, Corporate Governance, Sustainability, and Entrepreneurship and New Venture Creation.

Research: Corporate Governance, especially stakeholder relationships and executive compensation, Comparative Corporate Governance, Small Business and New Venture Strategies.

EDUCATION:

Doctor of Philosophy in Management, University of Nebraska - Lincoln, Lincoln, Nebraska.

Major Area of Concentration: Business Policy and Strategy.

Minor Areas of Concentration: International Management and International Law.

Dissertation: The Changing Face of Corporate Ownership: Do Institutional Owners Affect Firm Performance?

Advised by Professor Terrence C. Sebor.

Juris Doctor, Creighton University Law School, Omaha, Nebraska, *cum laude*.

Master of Business Administration, University of Nebraska - Omaha, Omaha, Nebraska.

Bachelor of Arts, Union College, Schenectady, New York, with distinction in History.

PUBLICATIONS:

Book:

Rubach, M. J. 1999. Institutional Shareholder Activism: The Changing Face of Corporate Ownership. New York, Garland Publishing, Inc. Part of Garland's Studies of the Financial Sector of the American Economy, edited by Stuart Bruchey of Columbia University.

Published Articles:

Voss, M. D., Cangelosi, J. D., Jr., Rubach, M. J., & Nadler, S. B. 2011. An examination of small

- motor carriers survival techniques. International Journal of Logistics Management. 22(1): 87-103.
- Carder, S., Gatlin-Watts, R. & Rubach, M. J. 2011. Click click: Over 1,000 international college students detail traditional computer usage. Academy of Educational Leadership Journal . 16(1): 69-85.
- Rubach, M. J., Bradley D. B. III, & Brown, J. E. 2010. The determinants of the success of microlending: A comparison of Iraq and the United States. International Journal of Entrepreneurship. 14: 59-70.
- Bradley D. B. III, Brown, J. E. & Rubach, M. J. 2009. Iraqi business culture: An expatriate's view. Journal of International Business Research. 9(2): 21-36.
- Rubach, M. J. & Sebor, T. C. 2008. Determinants of institutional investor activism: A test of the Ryan-Schneider model (2002). Journal of Managerial Issues. 21(2): 245-261.
- Picou, A. E. & Rubach, M. 2007. Restricted Stock May Not Add Value. Journal of Academy of Business and Economics, 7(3): 212-220.
- Rubach, M. J., Bounds, W. T., Jr., & Robbins, J. 2007. "Restructuring" of the retail pharmacy industry? An examination of Arkansas pharmacies (1999-2004). The International Journal of Business Disciplines. 18(1): 91-96.
- Bradley D. B. III, Spice, A. & Rubach, M. J. 2006 Confronting the big boxes: Competitive strategies for small businesses. Entrepreneurial Executive. 11: 1-18.
- Picou, A. & Rubach, M. J. 2006. Does good governance matter to institutional investors? Evidence from the enactment of corporate governance guidelines. Journal of Business Ethics. 65(1): 55-67.
- Rubach, M. J. & Picou, A. 2005. The enactment of corporate governance guidelines: An empirical examination. Corporate Governance . 5(5):30-38.
- Bradley, D.B., III & Rubach, M. J. 2004. The role of government and NGOs in local economic development: A case study of Conway, Arkansas. Journal of Business & Entrepreneurship. 16(1):119-129.
- Picou, A. & Rubach, M. J. 2003. Let's maintain the requirement of 150 semester hours to sit for the CPA exam: A response to Robert McGee. Journal of Accounting, Ethics and Public Policy. 3(1):67-86.
- Rubach, M., Cangelosi, J D., Bradley, D.B., III, & McGee, J.E. 2002. Industry Effects and Strategic Convergence: A Study of the Strategies of Independent Pharmacists. Journal of Small Business Strategy. 13(1):1-13.
- Rubach, M.J. & McGee, J.E. 2002. The Competitive Behaviors of Small Retailers: Examining the

Strategies of Local Merchants In Rural America. Journal of Small Business Strategy. 12(2): 1-17.

Rubach, M., Bradley, D.B., III, & McGee, J.E. 2001. Is uniqueness enough? An examination of the services of independent pharmacies. Journal of Business & Entrepreneurship 13(1): 111-127.

Bradley, Don B., III and Rubach, M.J. 1999. Small business bankruptcies: A comparison of causes 1981 and 1995. Journal of Business & Entrepreneurship 11(1): 31-50.

Rubach, M.J. & Sebor, T.C. 1998. Comparative corporate governance: Competitive implications of an emerging convergence. Journal of World Business 33(2): 167-184.

Sebor, T.C. & Rubach, M.J. 1998. The duty of fair dealing: Board judgment in management led buyouts. Journal of Business Ethics 17(1): 7-13.

McGee, J.E. & Rubach, M.J. 1997. Responding to increased environmental hostility: A look at the competitive behavior of small retailers. Journal of Applied Business Research 13(1): 83-94.

McGee, J.E. & Rubach, M.J. 1996. The role of firm size in successful outsourcing: A study of new computer firms. Journal of Business and Entrepreneurship 8(2): 9-21.

Luthans, F., Rubach, M.J. & Marsnik, P. 1995. Going beyond total quality: The characteristics, techniques and measures of learning organizations. The International Journal of Organizational Analysis. 3(1): 24-44.

Rubach, M.J. & Turner, S.C. 1975. Comment -- Interstate movement of motor vehicles: Certificate of title acts and the uniform commercial code. Creighton University Law Review. 9(2): 373-401.

Rubach, M. 1974. Casenote -- Constitutional law -- Standing -- Supreme Court limits taxpayer standing. U.S. v. Richardson 94 S.Ct . 2940 (1974). Creighton University Law Review. 8(2): 523-540.

Refereed Publications in Proceedings:

Bradley D. B. III, Rubach, M. J. & Brown, J. E. 2010. The challenges facing Iraqi entrepreneurs and the response of the U. S. government. Proceedings of International Council for Small Business (ICSB). Washington: World Conference 2010: 1-19.

Bradley D. B. III, Drinkwater, D. & Rubach, M. J. 2008 Studying religious entrepreneurs: Christian entrepreneurs as opportunity exploiters, social entrepreneurs, and proselytizers. Proceedings of Academy of Organizational Culture, Communications and Conflict. Allied Academies International Conference. Cullowhee: 2008. 13(1): 11.

Bradley D. B. III, Spice, A. & Rubach, M. J. 2006 Confronting the big boxes: Competitive

- strategies for small businesses. Proceedings of Academy of Accounting and Financial Studies, Allied Academies International Conference. 11(1):3-4.
- Chan, Y., Taylor, R.R., & Rubach, M. J. 2005. Attitudinal and behavioral outcomes of psychological empowerment: A structural equation model approach. Proceedings of Southern Management Association. (2005).
- Rubach, M. J. & Sebor, T. C. 2005. Determinants of institutional shareholder activism. Proceedings of the 4^{eme} Colloque sur le Gouvernement d'Entreprise: Performance et Problemes d'Ethique (2005:Rubach).
- Rubach, M. J. & Picou, A. 2003. Enactment of Corporate Governance Guidelines: Advantages for Early or Late Adopters? Proceedings of Western Decision Sciences Institute (WDSI). 2004:37-39.
- Gatlin-Watts, R. & Rubach, M.J. 2003. Virtual Teaming in Tri-lateral Web-based Classes: Techniques and problems in Tri-lateral courses. Proceedings of Western Decision Sciences Institute (WDSI). 2004: 80.
- Bradley, D.B., III, Moore, H. L., & Rubach, M. J. 2002. Increased workplace violence from negligent hiring in small and medium size health care businesses. Proceedings of Western Decision Sciences Institute. 2003: 763-765.
- Bradley, D.B., III & Rubach, M. J. 2002. Trade credit and small businesses: A cause of business failures. Proceedings of the Association for Small Business & Entrepreneurship, FBD, St. Louis, MO. 2002: 55-59.
- Rubach M. J. & Picou, A. 2001. Enactment of corporate governance guidelines and principles: Their effect on stock performance. Proceedings of the Decision Sciences Institute. 2001:906-909.
- Rubach, M., McGee, J.E., & Bradley, D.B., III. 2000. Is uniqueness enough? An examination of the services of independent pharmacies. Proceedings of Association of Small Business & Entrepreneurship, SWFAD, New Orleans, LA. 2001: 24-26.
- Rubach, M. & McGee, J.E. 2000. Measuring the distinctive competencies of independent pharmacies. Proceedings of the Decision Sciences Institute. 2000(1): 417-419.
- Rubach, M., Cangelosi, J D., Bradley, D.B., III, & McGee, J.E. 2000. Responding to industry changes: Does service differentiation by retail pharmacists matter? Proceedings of the Western Decision Sciences Institute. 2000: 1396-1398.
- Rubach, M., Cangelosi, J D., Bradley, D.B., III, & McGee, J.E. 1999. Third party reimbursements and independent pharmacists: Effects on performance. Proceedings of the Decision Sciences Institute. 1999(1): 341-343.
- McGee, J.E., Love, L.G. & Rubach, M. 1999. Sources of competitive advantage for small independent retailers: Lessons from the neighborhood drugstore. Proceedings of

Association of Small Business & Entrepreneurship, SWFAD, Houston, TX. 1999: 119-129.

Rubach, M.J. & Sebor, T.C. 1998. Who is watching the watchers? Determinants of institutional shareholder activism. Proceedings of the Decision Sciences Institute. 1998(1): 547-549.

Rubach, M.J. & McGee, J.E. 1998. "Stuck in the middle": For retailers, perhaps not such a bad place to be. Proceedings of Association of Small Business & Entrepreneurship, SWFAD, Dallas, TX. 1998: 29-34.

Rubach, M.J. & Sebor, T. C. 1997. Aligning boards of directors with shareholders: Is Equity Ownership an Effective Mechanism? Proceedings of the Decision Sciences Institute. 1997(1): 491-493.

Rubach, M.J. & Sebor, T. C. 1997. Comparative international corporate governance: Ranking stakeholder claims. Proceedings of the Decision Sciences Institute. 1997(1): 494-496.

Rubach, M.J. & Digman, L.A. 1996. International corporate governance: Theory, research and future directions. Proceedings of the Decision Sciences Institute. 1996(1): 450-452.

Sebor, T.C. & Rubach, M.J. 1995. The duty of fair dealing: Board judgment in management led buyouts. Proceedings of the Decision Sciences Institute. 1995(3): 1743-45.

Rubach, M.J. 1995. Legal environment courses at the MBA level: A survey before the revised AACSB accreditation standards. Proceedings of the Midwest Division of the Academy of Management. 1995(1): #3.

Working Papers:

Bradley D. B. III, Drinkwater, D. & Rubach, M. J. 2007. Studying religious entrepreneurs: Christian entrepreneurs as spiritual entrepreneurs, opportunity exploiters, and social entrepreneurs.

Rubach, M.J. & Geraci, M. 2003. Inclusion of Stakeholders in Governance Restructurings: Heifer Project International's Experience.

Bradley, D.R. and Rubach, M. J. 2002. Trade credit and small businesses: A cause of business failures?'

Rubach, M. J. & Sebor, T. C. 2001. Comparative international corporate governance: Ranking participant influence.

Rubach, M.J. & Sebor, T.C. 2000. Do Institutional owners effectively use their voices?

Rubach, M.J. 1999. Codes of ethics aren't unethical, but their enforcement may be. (Accepted for publication, but never published in Journal of Accounting, Ethics and Public Policy).

Rubach, M.J. & Sebor, T. C. 1997. Aligning boards of directors with shareholders: Is Equity Ownership an Effective Mechanism?

Rubach, M.J. & McGee, J.E. 1996. The role of experience in successful outsourcing: A study of new high technology manufacturing firms.

Cases:

Rubach, M. J. & Sebor, T. C. 2004. Sainsbury PLC in Egypt.

Rubach, M. J. & Sebor, T. C. 2002. Strategic Management Corporation (SMAN).

EMPLOYMENT HISTORY

Teaching Experience:

MBA Director, College of Business, University of Central Arkansas, 2010- Present .

Chair, Marketing and Management Department, College of Business, University of Central Arkansas, 2003-2009.

Professor, Management Department, University of Central Arkansas, 1997 - Present.

Courses taught: Strategic Management

- Master of Business Administration course that studies international strategic management, and the essentials needed to develop and maintain sustainable competitive advantage in international and global markets.

Integration of Business Disciplines / Integration of Business Disciplines

- Master of Business Administration capstone course that integrates theory and practice of the various business disciplines.

Managing Policy and Strategy

- undergraduate capstone course in business policy and strategy.

International Business

- undergraduate course that examines theory and problems of international management and businesses.

Taught this course at **University of Central Arkansas – Netherlands (UCAN)** (Summer, 2002).

New Venture Creation

- undergraduate course that examines creation of new businesses.

Small Business Management

- MBA/undergraduate course that examines theory and problems of small

businesses.

Fundamentals of Entrepreneurship

-- an undergraduate course that studies the entrepreneur.

Visiting Professor, Masters of Business Administration program, University of Texas at Arlington, Spring, 2002.

Course taught: Strategic Management (Internet-based Course)

-- Master of Business Administration course that studies strategic management, and the essentials needed to develop and maintain sustainable competitive advantage in international and global markets.

Visiting Professor, Masters of Business Administration program, University of Cairo, Cairo, Egypt, (in conjunction with Georgia State University), Summer, 2001.

Course taught: International Strategic Management

-- Master of Business Administration course that studies international strategic management, and the essentials needed to develop and maintain sustainable competitive advantage in international and global markets.

Visiting Lecturer (Strategic Management), Masters of Business Administration program, University of Mons-Hinault, Mons, Belgium, Spring, 2005 .

Visiting Lecturer (Strategic Management and Entrepreneurship), Masters of Business Administration program, University of Tirana, Tirana, Albania, (in conjunction with University of Nebraska at Lincoln), March, 2000.

Instructor, Management Department, University of Nebraska - Omaha, 1996 - 1997.

Courses taught: Business Policy and Administration

-- undergraduate capstone course in business policy and strategy.

Principles of Management

-- an undergraduate course that analyzes the management process.

Instructor, Management Department, University of Nebraska - Lincoln, Summer, 1995.

Course taught: Administrative Policy

-- undergraduate capstone course in business policy and strategy.

Instructor, Law and Society Department, University of Nebraska - Omaha, 1990 - 1997.

Courses taught: Legal Environment of Management

-- Master of Business Administration course that examines the legal and ethical environments.

Government & Business

-- an undergraduate course that examines the legal and ethical environments.

Business Law I & II

-- undergraduate business law courses.

Professional Experience:

Attorney at Law:

General Counsel, Vice President and Director: Dubuque Packing Company, Omaha, NE, an independent meatpacker (beef) with annual sales (domestic and international) of over \$700 million.

Partner: Richards, Riekes & Zabin, P.C., Omaha, NE, a law firm which specialized in representing small and entrepreneurial firms.

General Practitioner: Omaha, NE.

AWARDS:

Finalist for the 2009 University of Central Arkansas Faculty Excellence Award for Research, Scholarship, and Creative Activity.

College of Business Administration Excellence in Research Award (2008)

Faculty Advisor for Chauncey Holloman, 2007-2008 Winner of the Donald W. Reynolds Governor's Cup Business Plan Competition (\$1000.00 cash award).

Distinguished Paper Award. 2009 Allied Academies Fall International Conference in Las Vegas, NV.

Distinguished Paper Award. 2001 Annual Meeting of the Association of Small Business & Entrepreneurship, SWFAD, New Orleans, Louisiana.

Irwin/McGraw-Hill 1999 Distinguished Paper Award. 1999 Annual Meeting of the Association of Small Business & Entrepreneurship, SWFAD, Houston, Texas.

Participant in Germany Today 2003 program sponsored by the Deutscher Akademischer Austausch Dienst (DAAD) [German Academic Exchange Service] and the Rheinische Friedrich-Wilhelms-Universität in Bonn. The DAAD program was entitled "Bi- and multilateral Patterns in an enlarged European Union" and focused on developments and perspectives for Germany in the EU enlargement process.

Beta Gamma Sigma Honorary Society.