VITA

ROBERT A. FIGLER, Ph.D.

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EDUCATION

West Virginia University, M.A., Ph.D., May 1984
College of Business and Economics (AACSB)

Degree Major: **Industrial Relations**
Minor Fields: **Industrial/Organizational Psychology**
(Human Resource Management)
Public Administration
(Management & Policy)
Labor Economics

Supporting Field: **Microeconomic/Macroeconomic Theory**
(Passed 6 hour qualifying examination)

Dissertation: **Workflow Interruptions and Human Resource Management in Underground Coal Mining: An Exploratory Study**

Pennsylvania State University, 1976-78,
Advanced Graduate Study in Agricultural Economics and Rural Sociology: agricultural marketing (consumer food consumption (eggs) and expenditure analysis)

Indiana University of Pennsylvania, B.A., 1976
Major in economics with a minor in biology

JOURNAL PUBLICATIONS AND CASE REPRINTS

Figler, Robert A. and Hanlon, Susan C., "Management Development and the Unconscious from an Analytical Psychology Framework," Journal of Management Development, (accepted for publication in Volume 27, 2008).

Figler, Robert A., and Ash, Steven., “Derived Demand and Human Resource Management: An Important Linkage in Organizational Strategy,” European Journal of Social Science, Vol. 5, No. 3, 2007, pp. 88-95.

Hanlon, Susan C., and Figler, Robert A., “An Unlikely Topic in an Unlikely Setting: Poetry in the MBA Class,” Journal of The Academy of Business Education, Vol. 3, Spring 2002, pp.67-74.

Reprint: Finkle, Todd A., Figler, Robert A., and Dunning, Kenneth A. “West Point Market: Managing a Challenge from the EEOC,” Strategic Entrepreneurial Growth, 2nd edition, South-Western College Publishing Company, (2003).

Reprint: Finkle, Todd A., Figler, Robert A., and Dunning, Kenneth A., “Teaching Notes for West Point Market: Managing a Challenge from the EEOC,” Instructor’s Manual for Strategic Entrepreneurial Growth, South-Western College Publishing Company, (2003).

Finkle, Todd A., Figler, Robert A., and Dunning Kenneth A. (2001), "West Point Market: Managing a Challenge from the EEOC," Entrepreneurship Theory and Practice, Vol. 25, No. 3, Spring 2001, pp. 71-88.

Finkle, Todd A., Figler, Robert A., and Dunning, Kenneth A. (2001). "Teaching Note for West Point Market: Managing a Challenge from the EEOC," (12 pages).

"Sexual Harassment among Nursing Professionals: Evidence and Prescriptions for Administrators", Clifford T. West, Stephen J. Holoviak, and Robert A. Figler, Journal of Health and Human Resource Administration, vol. 18, no. 2, Fall, 1995, pp. 163-177.

Reprint: Union Organizing at KCOM-KOHC, Inc., by Chimezie A.B. Osigweh, Yg, Ph.D., Robert A. Figler, Ph.D., and Mark A. Morehouse. Reprinted in ***Management of Health Care Organization***, Kerry Carson, Paula Carson, and C. William Roe, South-Western College Publishing, 1995.

Reprint: Union Organizing at KCOM-KOHC, Inc., by Chimezie A.B. Osigweh, Yg, Ph.D., Robert A. Figler, Ph.D., and Mark A. Morehouse with Teaching Note, in ***Cases in Health Services Management***, 3rd edition, Rakich, Longest, and Darr, Health Professions Press, Inc., 1995.

"Do the In Search of Excellence Firms effectively match CEO Compensation to Corporate Performance," with Kenneth E. Aupperle and Richard C. Lutz, accepted for publication in Journal of Managerial Issues (winter, 1991).

"Union Organizing and Management Campaigns in a Multi-facility Health Care Organization: The Experience at KCOM-KOHC Inc., with Chimezie A.B. Osigweh, Yg, accepted for publication in the Case Research Journal (1991).

Teaching note to accompany "Union Organizing and Management Campaigns in a Multi-facility Health Care Organization: The Experience at KCOM-KOHC Inc., with C. Osigweh, Yg., accepted for publication in the Case Research Journal (1991).

"Using the Critical Incident Technique to Determine Reasons for Success and Failure of University Students," with R. Schmelzer, C. Schmelzer, and W. Brozo, Journal of College Student Personnel, Vol. 28, No. 3, May 1987

PUBLICATIONS OF PROCEEDINGS

"The Effects of Corporate Strategic Policy on Unionization: A Case Study," with Lloyd Buckwell and Stephen J. Holoviak. Accepted for presentation at the poster session and published abstract, Industrial Relations Research Association Series, Proceedings of the Forty-Fourth Annual Meeting, January 3-5, 1992, New Orleans,

"X-Efficiency Theory: An Overlooked Interdisciplinary Framework for Industrial Relations Research," presentation at the International Industrial Relations Association Study Group on Industrial Relations as a Field and Industrial Relations Theory, December 27, 1990, Washington, D.C..

"An Exploratory Study of Work Relations and Productivity in Underground Coal Mining," with Wil J. Smith and Frederick A. Zeller. Accepted for presentation at the poster session, Industrial Relations Research Association Conference, winter, 1990, Washington, D.C..

"Understanding Training and Development from the Perspective of the Worker: A Case Study in Underground Coal Mining," accepted for presentation at the poster session, Industrial Relations Research Association Annual Conference, winter, 1989, Atlanta, Georgia, Abstract, Proceedings of the Forty Second Annual Meeting.

A Critical Review of "What's a Coal Miner to Do? The Mechanization of Coal Mining," Proceedings of the 10th Annual Southern Regional Industrial Relations Academic Seminar, October, 1989, Morgantown, West Virginia, Abstract published in proceedings.

"Expert Systems in Manufacturing: Lessons from the Field," with Deane Van Pham and Kerry Quast, Proceedings of Decisions Science Institute, fall, 1989.

"CHINA: Can "Question Marks" be turned into "Stars", with Deane Van Pham and Kerry Quast, Proceedings of the Pan-Pacific Conference Business Association, Sidney, Australia, May, 1989.

"Expert Systems in Manufacturing: Facts and Fictions," with Deane Van Pham, Proceedings of the Pan-Pacific Conference Business Association. Sidney, Australia, May, 1989.

"Technological Innovation/Education and its Future: Trying to Keep Current in the Face of Uncertainty," with P. Smith, and A. Smith, Proceedings of the Southwest Decision Sciences Institute, March 1988.

"Strategies for Transferring Management Systems and Technologies: An Expert-Systems Approach," with D. Pham, Proceedings of the Pan-Pacific Conference IV: A Business, Economic & Technological Exchange, Taipei, Taiwan, May 1987.

"Work Relations in Underground Coal Mining Production: A Suggested Phenomenological Framework for Analysis," with F. Ghinassi Proceedings of Organizational Policy and Development, abstract, Interdisciplinary Conference, Louisville, Kentucky, May, 1986.

"Statistical Comparison of Rank Transformed and Nontransformed Data Applied to a Marketing Product-Preference Survey," with A. Smith, Proceedings of Southwest Decision Sciences Institute, March 1986.

"X-efficiency Theory: A New Tool for Industrial Relations Analysis and Policy," abstract, 3rd Annual Organizational Policy and Development Conference, Louisville, May 1985.

"Organizational Planning and Development: A Sociotechnical Analysis of Underground Coal Mines," with A. Smith, abstract, 3rd Annual Organizational Policy and Development Conference, Louisville, May 1985.

"Human Elements in Coal Mine Production and Strata Control: A Conceptual Analysis," with A. Smith, abstract, Ohio Journal of Science, April programs abstracts, vol. 85, no. 2, 1985.

"Work Interruptions in Underground Coal Mining Industry: The Coal Miner's Perspective," presented at the 1982 Southern Industrial Relations Academic Seminar, abstract.

CHAPTERS IN BOOKS

"Socio-technical Systems Approach: A Conceptual Analysis of Human Productivity in American Coal Mines," with A. Smith, in ***Technology and Human Productivity Challenges for the Future***, edited by John W. Murphy and John T. Pardeck, Quorum Books, Greenwood Press Inc., 1986

PROFESSIONAL MEMBERSHIP/ACTIVITIES

The Academy of Management
(Human Resource Management Division)
(Business Policy and Strategy Division)
(International Management Division)

Society for Human Resource Management
International Association for Chinese Management Research
The Labor and Employee Relations Association
North American Case Research Association

PROFESSIONAL DEVELOPMENT AND ASSOCIATED ACTIVITIES

Seminars Attended\Conducted

A Brief Introduction to the Practice and Research of Tai Chi, Tony Yang, Robert A. Figler, Ph.D., and Andy Lianto.
3 hour workshop presented at Ohio Physical Therapists Association Annual Conference, March 7, 2003, Colombus, Ohio,.

Taught in International Executive MBA Program. Course: International Economic Analysis, fall, 2002, 2003.

Seminar: "Successful Lecturing: Engaging Your Students in Effective Processing," University of Akron's Center for Collaboration and Inquiry, October 14, 2003;

"Building Cooperative Learning into your Classes," Institute for Teaching and Learning, The University of Akron, September 28, 2002; and

Attended seminar/workshop: "Teaching Evaluations: Myths, Findings, and Ways to Improve," Dr. Thomas A. Angelo, *The Institute for Teaching & Learning*, The University of Akron, January 28, 2002.

Taught Strategic Human Resource Management and Human Resource Management, Pusan University of Foreign Studies, South Korea, May 14 to May 26. 2001.

Attended Thunderbird Summer Faculty Development in International Business in Sedona, Arizona, June 22-27, 1997. International Management World Business Seminar.

Attended: C.G. Jung Educational Center of Cleveland
Meditating Dreams: (2 hour lecture) Friday, April 4, 1997, conducted by Tom Kapacinskas J.D., N.C.PsyA. Certified Jungian Analyst. Mediating Dreams: (6 hour workshop) Friday, April 5,, 1997, conducted by Tom Kapacinskas. Certified Jungian Analyst.

Attended: C.G. Jung Educational Center of Cleveland
Towards a New Concept of Divinity: The Religious Function of the Psyche, 2 hour lecture, Friday, November 8, 1996. Understanding Evil & Suffering: A Jungian Perspective, 6 hour workshop, Saturday, November 9, 1997, conducted by Lionel Corbett, M.D., Jungian Analyst.

Attended: C.G. Jung Educational Center of Cleveland
We and Our Shadow: Developing a New American Ethic, 2 hour lecture, Friday October 11, 1996. A Jungian Approach to Everyday Life, 6 hour workshop, Saturday October 12, 1996, conducted by Alden Josey, Ph.D., certified Jungian Analyst.

Attended: C.G. Jung Educational Center of Cleveland
The Reality of Dreaming (2 hour lecture) December 13, 1996.
Dream Interpretation Workshop (4 hour workshop) December 14, 1996.
Conducted by Robert Bosnak, J.D. (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Towards a New Concept of Divinity: The Religious Function of the Psyche (2 hour lecture) November 8, 1996.
Understanding Evil and Suffering: A Jungian Perspective (4 hour workshop) November 9, 1996.
Conducted by Lionel Corbett, M.D. (Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
We and Our Shadow: Developing A New American Ethic (2 hour lecture) October 11, 1996.
A Jungian Approach to Everyday Life (4 hour lecture) October 12, 1996.
Conducted by Alden Josey, Ph.D. (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Dream Analysis: A Jungian View (4 hour workshop) May 11, 1996.
Conducted by Stanton Marlan, Ph.D. (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Under Saturn's Shadow: The Wounding and Healing of Men (2 hour lecture) March 15, 1996.
The Encounter of Self with Others (4 hour workshop) March 16, 1996.
Conducted by James Hollis, Ph.D., (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Searching for Synchronicity (2 hour lecture) March 24, 1995.
The Sacred in the Photographic Image (4 hour workshop) March 25, 1995.
Conducted by Joel Covitz (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Quo Vadis: An Inquiry into the Psychology of Religion, April 29-30, (2 hour lecture and 4 hour workshop).
Conducted by Thomas J. Dapacinskas, J.D., N.C. PsyA. (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Alchemy and Transformation (2 hour lecture) September 17, 1993.
Experiential Dream Seminar (4 hour workshop) September 18, 1993.
Conducted by Dr. Stanton Marlan (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland

The Self and its Imagery (2 hour lecture) May 14, 1993.
The Self as Seen in Dreams (4 hour workshop) May 15, 1993. Conducted by Dr. J. Gary Sparks (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Jung's Encounter with Buddhism (2 hour lecture) December 11, 1992.
Two Visual Teaching Texts: The Tibetan Wheel of Life and Death and the Chinese Oxherd Pictures (4 hour workshop), December 12, 1992.
Conducted by Dr. Diane Martin (certified Jungian Analyst)

Attended: C.G. Jung Educational Center of Cleveland
Chronic Symptoms, Working with Relationships and Inner Work (4 hour workshop) November 11, 1992. Conducted by Dr. Arnold Mindell and Dr. Mindell (certified Jungian Analysts)

Attended: C.G. Jung Educational Center of Cleveland
The Mid-Life Passage - Revisions the Sense of Self
(2 hour lecture) October 9, 1992.
Active Imagination: Principles and Practices (4 hour workshop), October 10, 1993. Conducted by Dr. James Hollis (certified Jungian Analyst.

Attended: C.G. Jung Educational Center of Cleveland
Phallos: The Masculine Alternative to Patriarchy
(2 hour lecture) May 8, 1992.
Castration: Phallic Wounding in the Six Stages of Masculine Development (4 hour workshop) May 9, 1992. Conducted by Dr. Eugene Monick (certified Jungian Analyst.

Attended: C.G. Jung Educational Center of Cleveland
Experiential Dream Seminar (4 hour workshop) March 7, 1992. Conducted by Dr. Stanton Marlan (certified Jungian Analyst).

Editorial activities (including journal editor, member of Editorial board, and article or paper referee)

Extensive review, Journal of Managerial Issues, Manuscript, "Post-"Human Resource Safety Practices and Employee Injuries," 2005

Extensive review, Journal of Managerial Issues, Manuscript, "Post-Hire Human Resource Management Practices and Person Organization Fit: Study of Blue-collar Employees, 2004.

Reviewer for Academy of Management: Organizational Management and Theory Division for papers submitted to the 2004 annual meeting

Reviewer for Academy of Management: Organizational Business Policy and Strategy Division for papers submitted to the 2004 annual meeting

Reviewer for Academy of Management: Organizational Management and Theory Division for papers submitted to the 2003 annual meeting

Reviewer for Academy of Management Organizational Management and Theory Division for papers submitted to the 2002 annual meeting.

Extensive review, Journal of Managerial Issues, Manuscript, "Management Paradigm Change in the United States: A Professional Autonomy Perspective." 2001.

Reviewer, Organization Theory/Organization Development and Research Issues Track, **Southwest Academy of Management**, Susan Hanlon, Ph.D., Track Chair. 2000.

Professional Consulting:

Center for Organizational Development, College of Business Administration.

Toured plant of B & C Research, Barberton, Ohio and discussed turnover, wage situation. Prepared, with Dr. Jonathon Rakich, Director of the Center for Organizational Development, consulting proposal to study and make recommendations for reducing turnover. 1996.

Served as consultant for review of other consultant's proposal for installation of new salary administration program for St. Luke's Home, North Canton, Ohio (June, 1988).

Other Professional Activities

Reviewed a number of texts and text proposals for several major publishers in the areas of organizational behavior, labor relations, and employee benefits. Below is a sample of some of texts and proposals I have reviewed over the years.

Reviewed Text: **Labor Relations: Striking a Balance, 2nd edition**, John W. Budd, McGraw_Hill Irwin 2005.

Reviewed Text: **Human Resource Management: An Experiential Approach, 4th edition**, John Bernardin, McGraw_Hill Irwin, 2004.

Applied Organizational Behavior, First Edition., Southwest Publishing Company, 2002.

Strategic Compensation Management: A Human Resource Management Approach, 2nd edition, Joseph J. Martocchio, Prentice Hall, 2001.

Organizational Theory: Text and Cases, 3rd edition, Gareth R. Jones, Prentice Hall, 2001.

Human Resource Management, 7th edition, John M. Ivancevich, Irwin McGraw-Hill, 1998.

Labor and Employment Relations, Ray Hogler, prospectus and 13 chapters, West Publishing Company, 1993 and 1995.

Organization Development, by Robert D. Smither, John M. Houston, and Sandra A. McIntire, 14 chapters Harpers-Collin Publishing, 1995.

ACADEMIC EMPLOYMENT EXPERIENCE

UNIVERSITY OF AKRON, DEPARTMENT OF MANAGEMENT
September, 1985 to present
Position: Tenured Associate Professor, Graduate Faculty

Primary teaching activities have included industrial relations, organizational theory, compensation management and employee benefits, human resource management, productivity and the quality of work life issues, and management and production concepts. Proposed and implemented the human resource option which included creating the strategic human resource management course in the M.S. in management program (met AACSB approval). Currently co-ordinator of the human resource management option. Participated in successful AACSB reaccreditation during this time.

EASTERN KENTUCKY UNIVERSITY, DEPARTMENT OF MARKETING AND MANAGEMENT
September, 1983 to May, 1985
Position: Assistant Professor of Business Administration

Taught the following undergraduate courses: personnel administration, compensation management, collective bargaining, human relations development, and taught all section of production/operations management.

Successfully completed dissertation research and defense while carrying a four course, three preparations teaching load. Extensively involved in the College of Business Administration's degree program in coal mine administration.

WEST VIRGINIA UNIVERSITY, DEPARTMENT OF APPLIED RESEARCH, EVALUATION, AND PLANNING

September, 1980 to August, 1983
Position: Research Associate (graduate)

Extensively involved in the following state evaluation and private company research activities: training and development of frontline supervision, productivity analysis in underground coal mining, design and analysis of survey/evaluation data, safety program evaluation in the lumber industry, residential energy use project, unemployment and manpower programs; and strategic planning process of the university;

The research, analysis, and final report writing was done under the direction and supervision of Dr. Frederick A. Zeller and Dr. Robert W. Miller.

INTERESTS AND RECREATION

Traditional Chinese Martial Arts

Background
Taught taijiquan for continuing education at the University of Akron and currently taiji practitioner since 1984.

Lineage holder in the Wutan Martial Arts Association, Wutang Center for Martial Arts, Akron, Ohio, Director, Tony Yang. (1994-Current)

2000 China Wushu Tournament
Qingdao Tournament: Team Leader. Fourth Place in Chen Shi Taijiquan Performance. Third Place in Taijiquan Sword Performance, Qingdao, Shandong Province, People's Republic of China.

1998 China Wushu Tournament.
Qingdao Tournament: Gold Medal in Performance Traditional Northern Fist--Bajiquan.
Shandong Province, People's Republic of China.

Jinan Tournament: Bronze Medal for Taijiquan Sword Performance Shandong Province, People's Republic of China.

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Professional Publications

1. “Basic Chinese Sword Training and Practice,” Yang Tony, Figler, Robert A., and Lianto, Andy, Journal of Asian Martial Arts, Vol. 13, No. 3, 2004.

2. “Fajing: Issuing Power as Practiced in Bajiquan and Northern Chinese Martial Systems, Yang, Tony, Lianto, Andy, and Figler, Robert A., Journal of Asian Martial Arts, Vol 12, no. 1, 2003, pp.66-79.

3. "Bajiquan and Pigua Zhang: Part II: Foundational Training Methods," Figler, Robert A., and Yang, Xiao-dong, Journal of Asian Martial Arts, volume 9, No. 1, 2000

4. "Bajiquan and Pigua Zhang: Part I: Foundational Training Methods," Figler, Robert A., Yang, and Xiao-dong, Journal ofAsian Martial Arts, volume 8, No. 4, 1999.

Chinese Language/Culture
International Cooking
Fishing & Hiking