

Curriculum Vitae  
**John P. Workman, Jr.**  
Professor of Marketing

College of Business  
Creighton University  
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**Education**

<b>University</b>	<b>Degree</b>	<b>Year awarded</b>
M.I.T. (Sloan School)	Ph.D.	1991
University of Virginia (Darden School)	M.B.A.	1984
North Carolina State University	B.S., Computer Science	1980

**Employment**

<b>Organization</b>	<b>Position</b>	<b>Dates</b>
Creighton University (Omaha)	Professor	2003 to present
	Department Chair	2008 to 2013
	Associate Professor	1998 to 2002
University of North Carolina -Chapel Hill	Assistant Professor	1991 to 1998

**Visiting Positions**

Boston College	Jesuit Institute, Visiting Fellow	2005-2006 academic year
University of Mannheim, Germany	Dieter Schwarz-Foundation	Winter term 2000-2001
	Visiting Professor	Winter term 2001-2002
Wissenschaftliche Hochschule für Unternehmensführung (WHU), Koblenz, Germany	Visiting Research Professor	January 1998 to August 1998
		May 1997 to July 1997
		April 1995 to June 1995

**Refereed Journal Publications**

- Briggs, Kristie, John P. Workman, Jr. and Anne York (2013), "Collaborating to Cheat: A Game Theoretic Exploration of Academic Dishonesty in Teams," *Academy of Management Learning & Education*, 12, 1 (March), 4-17.
- Im, Subin, Mitzi M. Montoya, and John P. Workman, Jr. (2013) "Antecedents and Consequences of Creativity in Product Innovation Teams," *Journal of Product Innovation Management*, 30 (1), 170-185.
- Workman, John P., Jr. (2008), "Wikis in the Classroom: Opportunities and Challenges," *Marketing Education Review*, 18, 1 (Spring), 19-24.
- Homburg, Christian, Harley Krohmer, and John P. Workman, Jr. (2004), "A Strategy Implementation Perspective of Market Orientation," *Journal of Business Research*, 57, 12 (December), 1331-1340.
- Im, Subin and John P. Workman, Jr. (2004), "Market Orientation, Creativity, and New Product Performance in High-Technology Firms," *Journal of Marketing*, 68, 2 (April), 114-132.
- Workman, John P., Jr., Christian Homburg, and Ove Jensen (2003), "Intraorganizational Determinants of

- Key Account Management Effectiveness," *Journal of the Academy of Marketing Science*, 31 (Winter), 3-21.
- Homburg, Christian, Ove Jensen, and John P. Workman, Jr. (2002), "A Configurational Approach on Key Account Management," *Journal of Marketing*, 66, 2 (April), 38-60.
- Krohmer, Harley, Christian Homburg, and John P. Workman, Jr. (2002), "Should Marketing Be Cross-Functional? Conceptual Development and International Empirical Evidence," *Journal of Business Research*, 55 (6), 451-465.
- Homburg, Christian, John P. Workman, Jr., and Ove Jensen (2000), "Fundamental Changes in Marketing Organization: The Movement toward a Customer-focused Organizational Structure," *Journal of the Academy of Marketing Science*, 28 (Fall), 459-478 (winner of *Sheth Foundation Best Paper Award* for Volume 28 of the journal).
- Homburg, Christian, Harley Krohmer, and John P. Workman, Jr. (2000), "Strategischer Konsens: Konzeptualisierung und empirische Untersuchung eines komplexen Erfolgsfaktors," (Strategic Consensus: Conceptualization and Empirical Evidence on a Complex Success Factor), *Die Unternehmung: Schweizerische Zeitschrift für betriebswirtschaftliche Forschung und Praxis*, 54, 5, 351-369.
- Homburg, Christian, Harley Krohmer, and John P. Workman, Jr. (2000), "Machtstrukturen in Unternehmen: Bestandsaufnahme und systematische Erklärungsansätze für den Marketingbereich," ("Power Structure in Organizations: Propositional Inventory and Empirical Evidence for the Marketing area") *Die Betriebswirtschaft*, 60, 1 (January/February), 78-96.
- Workman, John P., Jr. and Kevin Webb (1999), "Variations in the Power of Marketing between Consumer and Industrial Firms," *Journal of Business to Business Marketing*, 6, 2, 1-37.
- Homburg, Christian, Harley Krohmer, and John P. Workman, Jr. (1999) "Performance Impacts of Strategic Consensus: The Role of Strategy Type and Market-Related Dynamism," *Strategic Management Journal*, 20, 4 (April), 339-357.
- Homburg, Christian, John P. Workman, Jr., and Harley Krohmer (1999), "Marketing's Influence within the Firm," *Journal of Marketing*, 63, 2 (April), 1-17.
- Homburg, Christian, Harley Krohmer, and John P. Workman, Jr. (1999), Performance Impacts of Strategic Consensus: The Role of Strategy Type and Market-related Dynamism, *Institut für Marktorientierte Unternehmensführung*, Universität Mannheim, 1999.
- Workman, John P., Jr., Christian Homburg, and Kjell Gruner (1998), "Marketing Organization: An Integrative Framework of Dimensions and Determinants," *Journal of Marketing*, 62, 3 (July), 21-41.
- Workman, John P., Jr. (1998) "Factors Contributing to Marketing's Limited Role in Product Development in Many High-Tech Firms," *Journal of Market-Focused Management*, 2 (3), 257-280.
- Workman, John P., Jr. (1995), "Engineering's Interactions with Marketing Groups in an Engineering-Driven Organization," *IEEE Transactions on Engineering Management*, 42, 2 (May), 129-139.  
reprinted in *The Human Side of Managing Technological Innovation: A Collection of Readings*, Ralph Katz (ed.), New York: Oxford University Press, 1997.
- Workman, John P., Jr. (1993), "Marketing's Limited Role in New Product Development in One Computer Systems Firm," *Journal of Marketing Research*, 30 (November), 405-421 (lead article).
- Workman, John P., Jr. (1993), "When Marketing Should Follow Instead of Lead," *Marketing Management*, 2 (2), 8-19 (cover article).
- Workman, John P., Jr. (1992), "Use of Electronic Media in a Participant Observation Study," *Qualitative*

*Sociology*, 15 (4), 419-425.

### **Refereed Book Chapters**

- Homburg, Christian, John P. Workman, Jr., and Ove Jensen (2014), "A Configurational Approach to Strategic Account Management Effectiveness," in *Handbook of Strategic Account Management: A Comprehensive Resource*, Diana Woodburn and Kevin Wilson (eds.), New York: Wiley, 289-316.
- Workman, John P., Jr. (1995), "Using Electronic Media to Support Fieldwork in a Corporate Setting" in *Studying Elites Using Qualitative Methods*, Rosanna Hertz and Jonathan Imber (eds.), Newbury Park, CA: Sage Publications, 65-71.

### **Conference Presentations and Proceedings**

- Workman, John P., Jr. (2008), "Exploring the Potential of a Wiki to Support Catholic and Jesuit Identity," *Proceedings of Business Education at Catholic Universities*, Univ. of Notre Dame, June 11-13, 2008.
- "The Role of Qualitative Studies within a Marketing Management Research Program," (with Catharine Curran-Kelley), AMA Summer Educators' Conference, Washington, DC, August 3-6, 2007.
- "The Role of Qualitative Studies within a Marketing Management Research Program," Boston College Carroll School of Management, March 22, 2006.
- "Exploring the Potential of using a Wiki to Support Jesuit Mission and Identity," Jesuit Institute at Boston College, February 14, 2006.
- "Creativity and Innovation Team Characteristics in High-Tech Firms" (with Subin Im and Mitzi Montoya-Weiss), AMA Summer Educators' Conference, San Francisco, CA, July 30-Aug 1, 2005.
- "Welcome to Walden? The University, The Market and The Future" (with Catharine Curran-Kelley), AMA Marketing and Public Policy Conference, Washington, DC, May 19-21, 2005.
- "Societal Consequences of Market Competition in Traditional Professions," (with Catharine Curran), *AMA Marketing and Public Policy Conference*, Salt Lake City, UT, May 20-22, 2004.
- "Building an Effective Marketing Organization" steering group, *Marketing Science Institute's Research Generation Workshop*, Emory University, Atlanta, GA, May 13-14, 2004 (One of six leading academics selected to present and participate in this steering group).
- "Mission and Identity Best Practices: AACSB, Assessment, and Data Analysis," *Colleagues in Jesuit Business Education Conference*, Regis University, July 25, 2003.
- "Issues in Developing an E-Commerce Masters Degree," *AMA Consortium on E-Commerce*, Texas A&M University, July 14-17, 2001.
- "Intraorganizational Determinants of Key Account Management Effectiveness," (with Christian Homburg and Ove Jensen), *AMA Winter Educators' Conference*, Scottsdale, AZ, February 17-19, 2001.
- "Creativity and the New Product Development Team," (with Subin Im), *AMA Winter Educators' Conference*, Scottsdale, AZ, February 16-19, 2001.
- "An Ethnographic Account of 'The Innovator's Dilemma'," *AMA Summer Educators' Conference*, Chicago, IL, August 5-8, 2000.
- "The Impact of Creativity on New Product Success," (with Subin Im), *AMA Winter Educators' Conference*, San Antonio, TX, February 5-8, 2000.
- Homburg, Christian, Harley Krohmer, and John P. Workman, Jr. (1999), Performance Impacts of Strategic Consensus: The Role of Strategy Type and Market-Related Dynamism, *Proceedings of the Academy of Marketing Science World Marketing Congress*, Malta, June 23-26, 1999.

- Harley Krohmer, Christian Homburg, and John P. Workman, Jr. (1999), Cross-Functional Influence on Marketing Activities: Performance Implications and the Role of Market-Related Dynamism, *Proceedings of the European Marketing Academy Annual Conference*, Berlin, May 11-14, 1999.
- “Fundamental Changes in Marketing Organization: The Movement toward Customer-Focused Organizations,” (with Christian Homburg and Ove Jensen), *AMA Winter Educators’ Conference*, St. Petersburg, FL, February 20-23, 1999.
- “Market Orientation’s Mediating Role in the Strategy-Performance Relationship,” (with Christian Homburg and Harley Krohmer), *AMA Summer Educators’ Conference*, Boston, MA, August 15-18, 1998.
- Workman, John P., Jr. and Christian Homburg (1998) “Emerging Issues in Marketing Organization” *Proceedings of the European Marketing Academy Annual Conference*, Stockholm, May 20-23, 1998.
- “Organization of the Marketing Function” (with Christian Homburg), *Marketing Science Conference*, Barcelona, Spain, May 18-19, 1998.
- “Marketing/R&D Influence in New Product Development: Determinants and Outcomes,” (with Christian Homburg), *AMA Winter Educators’ Conference*, Austin, TX, Feb. 19-24, 1998.
- “Exploring the Intraorganizational Power of the Marketing Function,” (with Christian Homburg and Harley Krohmer), *AMA Summer Educators’ Conference*, Chicago, IL, August 5-8, 1997. {winner of best paper award in Marketing Strategy track}
- “Factors Contributing to Marketing’s Limited Role in Product Development in Many High-Tech Firms,” *AMA Winter Educators’ Conference*, St. Petersburg Beach, FL: February 17, 1997.
- Im, Subin and John P. Workman, Jr. (1997), “The Effect of Creativity on New Product Success: Antecedents and Consequences,” in *AMA Summer Educators’ Conference Proceedings*, William M. Pride and G. Tomas M. Hult (eds.), Vol. 8, Chicago, IL: American Marketing Association, 101-109.
- “Variations in the Organization and Role of Marketing: Findings from an International Field Study,” (with Christian Homburg and Kjell Gruner), *AMA Winter Educators’ Conference*, Hilton Head, SC, February 6, 1996.
- Organizer and Chairperson of Special Session titled “Social Interactions in Interpreting and Learning About the Market,” *AMA Winter Educators’ Conference*, Hilton Head, SC, February 5, 1996.
- “Enacting Opportunities: The Interaction of Market Knowledge and Organizational Knowledge,” (with Christine Moorman), *AMA Winter Educators’ Conference*, Hilton Head, SC, February 5, 1996.
- Organizer and Chair of Special Session titled “Social Interactions in Interpreting and Learning About the Market,” *AMA Winter Educators’ Conference*, Hilton Head, SC, February 5, 1996.
- “Research Issues in New Product Development,” panel member at *25th Annual Haring Symposium*, Indiana University, March 25, 1995.
- “An Examination of the Relationship between a CEO’s Functional Background in Marketing and a Corporation’s Resource Allocations, Strategic Orientation, and Industry Context,” (with Kevin Webb) *AMA Winter Educators’ Conference*, La Jolla, California, February 12, 1995.
- Organizer and Chair of Special Session titled “Insights into Marketing Relationships from Inductive Field Studies,” *1994 Research Conference on Relationship Marketing*, Atlanta, GA, June 11-13, 1994.
- “Managing a Constellation of External Relationships,” *1994 Research Conference on Relationship Marketing*, Atlanta, GA, June 11-13, 1994.
- Workman, John P., Jr. and George R. Milne (1994), “Breaking Free of Institutionalized Business Practices: Theory, Field Observations, and Implications,” in *AMA Winter Educators’ Conference Proceedings*,

C. Whan Park and Daniel C. Smith (eds.), Vol. 5, Chicago, IL: American Marketing Association, 232-237.

Organizer and Chairperson of Panel: "Career Issues and Qualitative Research," *IRSS Qualitative Seminar Series*, University of North Carolina at Chapel Hill, December 8, 1993.

Organizer and Chairperson of Panel: "Participant Observation and Inductive Field Research," *AMA Business Marketing Conference*, San Francisco, March 29, 1993.

Workman, John P. Jr. and Mark A. Moon (1993), "The Nature of the Marketing/R&D Interface in a Range of Organizational Settings," in *AMA Winter Educators' Conference Proceedings*, Rajan Varadarajan and Bernie Jaworski (eds.), Vol. 4, Chicago, IL: American Marketing Association, 353-361.

"The Organizational Context for Developing New Products," *Sponsors Meeting of the Institute for the Study of Business Markets*, Penn State University, June 16, 1992.

Workman, John P., Jr. (1992), "From Fieldnotes to Ethnography: Observations on the Process," in *AMA Winter Educators' Conference Proceedings*, Chris T. Allen, et. al., (eds.), Chicago, IL: American Marketing Association, 260-269.

"Intraorganizational Communication in New Product Development," *Business Marketing Conference*, Ft. Lauderdale, FL, December 2, 1990.

"Organizational Processes in the Development of Computer Systems," *TIMS Marketing Science Conference*, University of Illinois, March 24, 1990.

#### **Research Grants and Fellowships**

January 2005: Recipient of fellowship for 2005-2006 academic year from the Jesuit Institute at Boston College for a proposal titled "Plagiarism as a Window into the Incentives in Higher Education."

July 1998: Marketing Science Institute for proposal titled "Organizational Issues in Key Account Management," (co-authored with Christian Homburg of the University of Mannheim, Germany)

May 1996: Cato Center for Applied Business Research of the Kenan-Flagler Business School at the University of North Carolina for proposal titled "An International Study of the Organization of the Marketing Function."

March 1995: Marketing Science Institute for proposal titled "An International Study of the Organization of the Marketing Function." (co-authored with Christian Homburg of Koblenz, Germany)

December 1994: University Research Council, University of North Carolina, for proposal on study comparing marketing's role within the firm in U.S. and German firms.

September 1994: Center for Global Business Research, Kenan Institute for Private Enterprise, University of North Carolina at Chapel Hill, for proposal studying marketing's role in U.S. and German firms.

November 1993: R. J. Reynolds Fund Award from the University of North Carolina at Chapel Hill (Junior Faculty Development Award) for a proposal titled, "An Exploratory Study of Marketing and R&D Interactions."

November 1988: Institute for the Study of Business Markets at Penn State University for partial support of doctoral dissertation.

#### **Other Publications**

Homburg, Christian, John P. Workman, Jr. and Harley Krohmer (1998), "Marketing's Influence within the Firm," *MSI Working Paper #98-126*, Cambridge, MA: Marketing Science Institute.

Workman, John P., Jr. (1991), "Racing to Market: An Ethnography of New Product Development in the Computer Industry," unpublished dissertation, Sloan School of Management, M.I.T., Cambridge,

MA.

### **Awards and Honors**

#### ***General Awards:***

- Listed in Marquis' *Who's Who in America* for all years since 2006.
- Outstanding Faculty Award for 2003. Creighton College of Business Administration award for overall contributions to the college in the areas of teaching, research, and service.

#### ***Teaching Awards:***

- Selected for *Who's Who Among America's Teachers* for 2004 and 2005
- Faculty of the Year Award for 2002-2003, Creighton College of Business. This award is given each year at graduation to one faculty member selected by the senior class.

#### ***Research Awards:***

- Sheth Foundation Best Paper Award for 2000 for *Journal of the Academy of Marketing Science*. Selected by Editorial Review Board for the paper "Fundamental Changes in Marketing Organization" (with Christian Homburg and Ove Jensen).
- Researcher of the Year Award for 1999. Creighton College of Business Administration award.
- Best paper in Marketing Strategy Track, 1997 AMA Summer Educators' Conference, for the paper "Exploring the Intraorganizational Power of the Marketing Function," (with Christian Homburg and Harley Krohmer).

### **Teaching Experience**

#### Creighton University:

MKT 319	Principles of Marketing (undergraduate)
MKT 335	Sales Management (undergraduate)
MKT 343	Marketing Research (undergraduate)
MKT 473	Marketing Strategy and Policy (undergraduate)
BUS 479	Catholic and Jesuit Perspectives on Work/Life Balance (undergraduate)
MKT 479	Marketing and the Internet (undergraduate)
MBA 761	Marketing Management (graduate)
MBA 765	Marketing Information for Executives (graduate)
ECM 760	E-Commerce and Marketing (graduate)
ECM 775	E-Commerce Strategy (graduate)

#### University of North Carolina at Chapel Hill:

BA 160	Principles of Marketing (Undergraduate)
BA 169	Marketing Policies (Project Class for Undergraduates)
BA 262	Business to Business Marketing (MBA)
BA 360	Introduction to Research in Marketing (Ph.D. seminar)

### **Doctoral Dissertation Supervision**

Subin Im (Marketing): "Antecedents and Consequences of Market-based Creativity in Marketing Programs," (chair of committee), defended in April 1999.

John Hogan (Marketing): "The Determinants of Relationship Value," defended in July 1998.

Kevin Webb (Marketing): "Managing Hybrid Distribution Channels," defended in March 1997.

Theresa Stephens-Jahng (Organizational Theory): "Using Vision to Manage Paradox in Organizations Pursuing Total Quality," proposal defended June in 1995.

Edward L. Irving (Marketing): "Marketing Quality Practices," defended in July 1995.

Rick Abderhalden (Strategy): "Employee Attitudes and Behaviors during Strategic Retrenchment" defended in July 1994.

Mark Moon (Marketing): "A Task Group Model of Selling Team Performance" defended in March 1994.

Martha Matthews (Journalism): "Newspaper Groups and Publisher Autonomy: A Ranking of the Chains," defended in September 1993.

Anne Smith (Strategy): "A Punctuated Equilibrium Model of Organizational Transformation: A Case Study of the Regional Bell Operating Companies and Their International Expansion," defended in April 1993.

Joe Cannon (Marketing): "A Taxonomy of Buyer-Seller Relationships in Business Markets," defended in July 1992.

Pat Doney (Marketing): "Effects of Accountability on Symbolic Information Search and Information Analysis by Organizational Buyers," defended in April 1992.

### **Corporate and Consulting Experience**

TownCommons.com - July 2008 to present - Founder, President, and Chair of Board of an on-line local information site, located in Scott Technology Center in Omaha from May 2009 to Feb 2011

Spence Law Firm - Summer 2006 to Summer 2007 - Expert witness on marketing and branding issues related to a non-profit organization

Kutak-Rock - Summer 2000 through Spring 2002 - Expert witness in a lawsuit against a telecommunications company.

Quisic –2000 - Content expert for development of on-line courses in Marketing and the Internet and E-Commerce and Strategy. Consultant for Internet marketing course at London Business School.

Texas Instruments, 1980-1985 - Product Marketing Engineer, Field Sales Engineer in Johnson City, TN, Austin, TX, Washington, DC. (*on leave of absence while in MBA program at Univ. of Virginia*)

Milliken & Company, 1977-1979 - Co-op work-study student, Spartanburg, SC (*alternating semesters of work and study between May 1977 and August 1979*)

### **Service - College Level**

Chair of Marketing and Management Department	2008 to 2013
Assurance of Learning - Task Force chair and Director of AOL	2009 to 2011
Creighton College of Business - Undergrad Program Committee (Chair to 2006)	May 2002 to present
Creighton College of Business - Rank & Tenure Committee (Chair in 2001-2002)	2000 to 2003
	2007 to 2008
Creighton College of Business - Curriculum Committee (Chair)	July 2000 to July 2004
Creighton College of Business - Graduate Programs Committee	1999 to 2001
Creighton Electronic Commerce Master's degree program committee	1998 to 2001
Creighton MBA Curriculum Review Committee	1998 to 2000
UNC - Director of Small Business Institute (SBA program)	1991 to 1995
UNC - Masters in Accounting Program Committee	1992 to 1994
UNC - International Committee	1991-1992

### **Service - University Level**

University Rank and Tenure Committee	2013 to present
University Core Curriculum Committee	2013 to present

Common Undergraduate Core Curriculum Task Force	2012-2013
Chair of Strategic Planning sub-committee on decision making at Creighton	2008-2009
Creighton Board of Undergraduate Studies	2006 to 2009
Creighton University Intellectual Property Board	2001 to 2006
Creighton Faculty Mission and Identity Group Founder and Co-Chair	2003 to 2007
Creighton University - Brand Identity and Marketing Committee	2002 to 2003
UNC Faculty Council Agenda Committee (chaired by UNC Chancellor)	1994 to 1995
UNC Faculty Council Representative	1993 to 1996

### **Service - Professional**

Co-Chair for Ethics and Public Policy track, AMA Summer Educators' Conference, Chicago.	August 2006
Member of the editorial review board of <i>Marketing Education Review</i> .	2006 to 2009
Member of the editorial review board of the <i>Journal of Business to Business Marketing</i>	2002 to present
Board member of <i>Colleagues in Jesuit Business Education</i>	2002 to 2004
Member of the editorial review board of the <i>Journal of the Academy of Marketing Science</i>	2000 to 2003
Board member of the Academic Council of the American Marketing Association. Held position of Vice President for Information Dissemination.	2000 to 2002
Conference Program Co-Chair, AMA Winter Educators' Conference, San Antonio, Texas	February 2000
Ad hoc Reviewer for journals such as <i>Journal of Marketing Research</i> , <i>Journal of Marketing</i> , <i>Management Science</i> , <i>Journal of the Academy of Marketing Science</i> , <i>Journal of Personal Selling and Sales Management</i> , <i>Journal of Product Innovation Management</i> , <i>Organizational Research Methods</i> , <i>IEEE Transactions on Engineering Management</i> , <i>Qualitative Sociology</i> , and AMA, AMS, MSI, and ISBM Conferences.	

### **International Experience**

Summer 2002 - University of Mannheim, Germany. Taught doctoral seminar titled "Research Traditions in Marketing, Distribution, & Retailing."	
Winter Semester 2001, 2002 - University of Mannheim, Germany. Dieter Schwarz-Foundation Visiting Professor. Taught course titled "Retailing and the Internet: Strategic Issues and Alternatives."	
Summer 1999 - University of Mannheim, Germany. Taught doctoral seminar titled "International Perspectives on Research in Marketing".	
January 1998 to August 1998 - Wissenschaftliche Hochschule für Unternehmensführung (WHU) in Koblenz, Germany. Visiting research professor working with Prof. Dr. Christian Homburg and doctoral students on research on marketing organization.	
International research trips between 1995 and 2005 - Two trips to Germany in 1995, three in 1996, two in 1997, two in 1998, three in 1999, two in 2000, three in 2001, and two in 2002. This included an eight week stay with my family as a visiting scholar in the Spring of 1995, a five week stay in the Summer of 1997, and a six month stay with my family in 1998. One trip to Switzerland in 2005.	
Summer 1986 – Universities of Marburg, Göttingen, and Heidelberg. Spent thirteen weeks in Germany attending German language classes.	