

Chien-Chi Tseng

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EDUCATION

Post-Doc. 07/17/2011	University of Florida, Gainesville, FL Warrington College of Business Administration Post-Doctoral Bridge Program International Business and Entrepreneurship Track Association to Advance Collegiate Schools of Business (AACSB) Accredited
Ph.D. 06/30/2010	University of Minnesota, Minneapolis, MN Department of Organizational Leadership, Policy, and Development Human Resource Development Program
M.B.A. 06/20/1993	Chinese Culture University, Taipei, Taiwan International Business Administration, <i>Summa cum laude</i>
B.S., 06/15/1986	Chemical Engineering, Tunghai University, Taichung, Taiwan

CERTIFICATION

09/26/2010	Experiential Classroom XI for Teaching Entrepreneurship, Oklahoma State University, Tulsa, OK
10/31/2003	University Instructor Certification, Ministry of Education, Taipei, Taiwan

HONORS AND AWARDS

2010-2011	Emerging Diversity Scholar Award, University of Michigan, National Center for Institutional Diversity, Ann Arbor, MI
2009-2011	Publication: "Strategic HRD practices as key factors in organizational learning" <ul style="list-style-type: none">• Ranked in the Top Ten articles of the <i>Journal of European Industrial Training</i> in 2009• Listed in the Top Ten download list on <i>Social Science Research Network's</i> areas of "HRM Models" and "Other Strategy Models" in 2010• Selected for inclusion in <i>Emerald Reading List Assist</i> in 2011
06/28/2010	Scholarship for Participating in the Entrepreneurship Experiential Classroom XI Forum from the US Association for Small Business and Entrepreneurship
2007-2009	Graduate Research Assistantship, Department of Work and Human Resource Education, University of Minnesota, St. Paul, MN
2007-2008	Recipient of three Travel Grants for Engaging in Research and Scholarship Activity, University of Minnesota, St. Paul, MN
12/07/2001	"The Best Incubator Manager of the Year 2001" Awarded by the Ministry of Economic Affairs, Taiwan (Highest honor for incubator managers in Taiwan)

RESEARCH INTERESTS

New Venture Development; Entrepreneurship and Innovation; Global Entrepreneurship; Organizational Learning and Performance; and Strategic Human Resource Management

DISSERTATION

Tseng, C. (2009). *The effects of learning organization practices on organizational commitment and effectiveness for small and medium-sized enterprises in Taiwan*. Ph.D. dissertation, University of Minnesota, Minneapolis, USA.

As small and medium-sized enterprises (SMEs) achieve success, learning organization practices become increasingly critical in understanding and improving employee commitment and effectiveness. A research question, as well as one framework, three hypotheses, and nine sub-hypotheses were proposed to explore "What are the effects of learning organization practices on organizational commitment and organizational effectiveness for SMEs in Taiwan?" Three measurements formed an integrated instrument using a quantitative research design. The validity of the instruments was examined by confirmatory factor analysis, and the relationships were tested by correlation and structural equation modeling. An Internet-based online survey for a sample of 300 enterprises including 152 successful SMEs and 148 incubating start-up SMEs was conducted to collect the research data. The study found that learning organization practices have a positive effect on both organizational commitment and effectiveness, and organizational commitment has a positive influence on organizational effectiveness in Taiwanese SMEs setting.

REFEREED JOURNAL ARTICLE

1. Tseng, C. (2011). Connecting business incubator development with human resource development. *Journal of Multidisciplinary Research*, 3(2), 29-42.
2. Tseng, C. (2011). The influence of strategic learning practices on employee commitment. *Journal of Multidisciplinary Research*, 3(1), 5-23. (Invited Publication)
3. Tseng, C., & McLean, G. N. (2008). Strategic HRD practices as key factors in organizational learning. *Journal of European Industrial Training*, 32(6), 418-432. (Invited Publication)

MANUSCRIPTS UNDER REVIEW

1. Tseng, C. (2011). Strategic learning organization practices as key effects on commitment and effectiveness. Under review at *Journal of Business Research*.
2. Tseng, C. (2011). Strategic learning organization practices as key processes for organizational commitment and effectiveness. Under review at *Business Process Management Journal*.
3. Tseng, C. (2011). Linking entrepreneurial infrastructures and new business development: A study of entrepreneurship development in Taiwan. Under review at *Journal of Entrepreneurship*.
4. Tseng, C. (2011). Research of the impact of learning practices in organization on effectiveness for small businesses. Under review at *Journal of Small Business and Entrepreneurship*.
5. Tseng, C., & Mutlu, B. (2011). Connecting self-directed learning and entrepreneurial learning. Preparing for Submission to *International Journal of Entrepreneurial Behavior and Research*.

OTHER PUBLICATIONS

1. *Global entrepreneurship monitor: 2002 Executive report*. Wellesley, MA: Babson College and London Business School. (Selected to serve on the national research team for Taiwan)
2. Tseng, C. (2000). A cradle of technology enterprises: Innovation Incubator of National Taiwan University. *Bimonthly Journal of Alumni of National Taiwan University*, 9, 80-83.
3. Tseng, C. (1993). *A study of the impact of economic factors and advertising on the price of real estate in Taipei*. Unpublished master's thesis, Chinese Culture University, Taipei, Taiwan.

REFEREED CONFERENCE PROCEEDINGS

1. Tseng, C. (2011). Strategic learning organization practices as key effects on organizational commitment and effectiveness. Paper accepted by the *2011 Academy of Management Annual Meeting*. San Antonio, Texas.
2. Tseng, C. (2011). Linking strategic organizational learning practices, learning satisfaction, and learning effectiveness. Paper accepted by the *2011 Strategic Management Society Annual Conference*. Miami, Florida.
3. Tseng, C. (2011). An examination of learning organization practices for small enterprises in Taiwan: Their effects on organizational commitment. *2011 United States Association for Small Business and Entrepreneurship Conference*. Hilton Head, South Carolina.
4. Tseng, C. (2009). The impact of learning organization practices on small and medium enterprises' organizational commitment and effectiveness. *2009 Academy of Management Annual Meeting*. Chicago, Illinois.
5. Tseng, C. (2009). The relationships of learning organization practices with organizational commitment and effectiveness in small and medium enterprises context. *2009 United States Association for Small Business and Entrepreneurship Conference*. Anaheim, California.
6. Tseng, C., & McLean, G. N. (2009). The effects of learning organization practices on organizational commitment and effectiveness for small and medium-sized enterprises in Taiwan. *10th European Academy of Human Resource Development International Conference*. Newcastle Upon Tyne, UK.
7. Tseng, C., & McLean, G. N. (2008). The relationship between organizational learning practices and the learning organization. *The 2008 Academy of Human Resource Development International Conference*. Panama City, Florida.
8. Tseng, C. (2007). The role of HRD in business incubator centers. *The Midwest Academy of Management 50th Anniversary Conference*. Kansas City, Missouri.
9. Tseng, C., & McLean, G. N. (2007). Entrepreneurial team creativity, entrepreneurial leadership, and new venture performance. *The Sixth Asian AHRD Conference*. Beijing, China.
10. Tseng, C., & McLean, G. N. (2007). Strategic HRD practices as key factors in organizational learning. *2007 Academy of Human Resource Development International Conference*. Indianapolis, Indiana. (Invited to publish at the *Journal of European Industrial Training*)
11. Tseng, C. (2007). Create entrepreneurship from entrepreneurial capabilities: The case of Taiwan. *The Joint SBI and USASBE Conference*. Orlando, Florida.

12. Tseng, C., & McLean, G. N. (2006). A conceptualization of self-directed learning for successful entrepreneurs. *The Fifth Asian Academy of Human Resource Development Conference*. Serdang, Malaysia.
13. Tseng, C., & McLean, G. N. (2005). Entrepreneurship development in Taiwan. *The 4th Asian Conference of the Academy of HRD*. Taipei, Taiwan.
14. Tseng, C., Ko, C., & Hung, C. (2002). Incubation services and tenants' resource on the performance of new venture development: The cases study of National Taipei University of Technology. *The Fifth Conference of Small-Business Management*. Chia-Yi, Taiwan.
15. Tseng, C., Hung, C., & Liu, M. (2002). Case study of nurturing services portfolio and characteristics of venture teams on the new venture performance. *E-Era Challenge International Academic Conference*. Taipei, Taiwan.
16. Chen, C., Tseng, C., & Jaw, Y. (2002). Variance analysis of R&D performance expectation at incubating period for the graduated tenant of incubator. *E-Era Challenge International Academic Conference*. Taipei, Taiwan.

PRESENTATIONS

1. Presenter. Topic: An examination of learning organization practices for small enterprises in Taiwan: Their effects on organizational commitment. *2011 United States Association for Small Business and Entrepreneurship Conference*. Hilton Head, South Carolina. (01/12/2011)
2. Interviewed by Business Report. Cover story: Nurturing a culture of entrepreneurship: Innovation is spreading across campus. North Central Florida: Business Report. (12/01/2010)
3. Presenter. Topic: The impact of learning organization practices on small and medium enterprises' organizational commitment and effectiveness. *2009 Annual Meeting of the Academy of Management*. Chicago, IL. (08/10/2009)
4. Presenter. Topic: The relationship between organizational learning practices and the learning organization. *2008 Academy of Human Resource Development International Conference*. Panama City, FL. (02/23/2008)
5. Presenter. Topic: The role of HRD in business incubators. *Midwest Academy of Management 50th Anniversary Conference*. Kansas City, MO. (06/10/2007)
6. Presenter. Topic: Strategic HRD practices as key factors in organizational learning. *2007 Academy of Human Resource Development International Conference*. Indianapolis, IN. (03/01/2007)
7. Presenter. Topic: Create entrepreneurship from entrepreneurial capabilities: The case of Taiwan. *The Joint SBI and USASBE Conference*. Orlando, Florida. (01/14/2007)
8. Invited Presenter. Topic: The essence of technology and humanity, incubation center of National Taiwan University. Taipei, Taiwan: SOHO Magazine. (10/01/2000)
9. Invited Presenter. Topic: Technological project program of small business innovation research. *Technological Project Program Financial Supporting Forum*. Taoyuan, Taiwan: National Central University. (04/24/2001)

10. Invited Presenter. Topic: The study of related issues for the expense administration in incubation center. *Incubator Development Annual Conference*. Hualien, Taiwan: National Dong Hwa University. (04/12/2001)
11. Invited Presenter. Topic: Cover story: Taiwan startups go back to school. Hong Kong: Asian Business Magazine. (07/31/2000)
12. Invited Presenter. Topic: Business incubation centers: A new model for the internet economy. Hong Kong: China Post. (07/03/2000)
13. Invited Presenter. Topic: Experiences in developing the innovation incubation center of National Taiwan University. *Developing Technology Industry and Small and Medium Enterprises Conference*. Ilan, Taiwan: NSME Research and Training Center of National Chengchi University. (12/02/1998)
14. Invited Presenter. Topic: The relationship between innovation incubation center and entrepreneurs. *Weeks of Commerce and Trade Program*. Taipei, Taiwan: STAR Television. (07/07/1998)

RESEARCH EXPERIENCE

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|-----------------|---|
| 08/2010-Present | Post Doctoral Associate, Center for Entrepreneurship and Innovation, Warrington College of Business Administration, University of Florida, Gainesville, FL |
| 09/2007-05/2009 | Graduate Research Assistant, University of Minnesota, St. Paul, MN
Participated in research projects in <i>Technology Transfer</i> , <i>Meaning of Work</i> , <i>Scholarship of Engagement</i> , and <i>Corporate Culture and Ethical Behavior</i> |
| 11/2004-08/2005 | Research Fellow, National Applied Research Laboratories, Taipei, Taiwan <ul style="list-style-type: none"> • Managed long-term national technological policy research projects • Directed research team of 11 personnel in the development of the website - http://nano.stpi.org.tw/ |
| 01/2002-06/2003 | Research Fellow, National Taiwan University, Taipei, Taiwan <ul style="list-style-type: none"> • Organized the 2002 National conference on “Enterprise Development” for 300 small and medium-sized enterprises • Worked with entrepreneurial research team and performed 1,000 nation-wide entrepreneurship surveys and 54 expert interviews • Conducted data analysis for the “Global Entrepreneurship Monitor” project |
| 03/1998-12/2000 | Research Fellow, Yen Ching Ling Industrial Institute, National Taiwan University, Taipei, Taiwan <ul style="list-style-type: none"> • Developed the business plan for the first campus Incubator Center in Taiwan • Coordinated and completed the transfer of the incubator center from a research project to the development of a fully functioning Research Center for the University |

RESEARCH AND PROFESSIONAL PROJECTS

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|-----------------|---|
| 01/2006-05/2006 | A Comparative Study of Entrepreneurial Capabilities in United Kingdom, United States, Brazil, and Taiwan <ul style="list-style-type: none"> • WHRE 8142 Course Work Group Project, University of Minnesota, MN • Role: Group Leader of a five person team |
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- 2004-2005 nano.stpi.org.tw Website Development Project
- Applied for and received Research Grant from the National Applied Research Laboratories, Taipei, Taiwan
 - Role: Website Design and Research Team Coordinator
 - Total Funding: \$84,000 US dollars (for 8 months)
- 2002-2003 Global Entrepreneurship Monitor Research Project
- Co-organized by London Business School and Babson College; Sponsored by National Taiwan University and Ministry of Economic Affairs, Taiwan
 - Role: National Research Team Coordinator
 - Total Funding: \$160,000 US dollars (for 1.5 years)
- 2002-2003 Professional Incubator Manager Training Project
- Sponsored by Small and Medium Enterprise Administration, Taipei, Taiwan
 - Role: Associate Director
 - Total Funding: \$242,000 US dollars (for 2 years)
- 1998-2002 Innovative Incubator Development and Work Projects in Taiwan
- Sponsored by Small and Medium Enterprise Administration, Taipei, Taiwan
 - Role: Project Manager (National Taiwan University and National Taipei University of Technology)
 - Total Funding: \$1,020,000 US dollars (for 5 years)

TEACHING INTERESTS

New Venture Entrepreneurship; Small and Family Business Management; Entrepreneurial Leadership; Global Entrepreneurship; International Business; Organizational Behavior; Organization Development and Change; and Human Resource Management

TEACHING EXPERIENCE

- 08/2010-Present Instructor, Thomas S. John Entrepreneurship Master's Program, Hough Graduate School of Business, Warrington College of Business Administration, University of Florida, Gainesville, FL
- Teaching "*Small and Family Business Management*" Course for Weekend MBA and Full Time MBA Program, 2 credits per module, student number: 46, *Evaluation – Instructor Overall: 4.50/5.0 Scale* (College Mean: 4.18/5.0)
 - Teaching "*Family Entrepreneurship*" Course for Undergraduate Program, 2 credits per module, student number: 29, *Evaluation – Instructor Overall: 4.65/5.0 Scale* (College Mean: 4.04/5.0)
- 01/2007-05/2007 Teaching Intern, GRAD 8101 Teaching in Higher Education Course, University of Minnesota, Minneapolis, MN
- Developed and taught sessions: "*International HRD*" and "*Organizational Development*" in Managing Classroom Dynamics
 - Built a repertoire of teaching and learning strategies and tools to enhance classroom dynamics
- 06/2006-09/2006 Instructor and Designer, HRD 5196 Internship, University of Minnesota, Minneapolis, MN
- On-line Teaching at Aletheia University: *Marketing Skills for Tourist Industry Sales Forces*, 2 credits per summer term, student number: 23
Student and Department Chair Evaluation: 4.83/5.0 Scale (exceptional)

- 01/2001-07/2005 Instructor, Aletheia University, Taipei, Taiwan
- *Conflict Management*, 3 credits per year, student number: 22-32
Student and Department Chair Evaluation: 4.82-4.96/5.0 Scale (exceptional)
 - *Marketing and Organization Management*, 2 credits per semester, student number: 40-52
Student and Department Chair Evaluation: 4.78-4.95/5.0 Scale (exceptional)
 - *Foundations of Management*, 3 credits per year, student number: 41-47
Student and Department Chair Evaluation: 4.82-4.96/5.0 Scale (exceptional)
- 07/2003-12/2003 Teaching Assistant, National Taiwan Normal University, Taipei, Taiwan
Entrepreneurship in the Hi-Tech Industry, 2 credits per semester
- 12/1998-03/1999 Guest Lecturer, Extension Program Education Center, Chinese Culture University, Taipei, Taiwan
- Foundations of Management; Product and Price Strategies
 - Management and Marketing Strategies

PROFESSIONAL EXPERIENCE

- 01/2001-12/2002 Incubator Manager, National Taipei University of Technology, Taipei, Taiwan
- Managed the Incubation Center; recipient of Taiwanese “Best Incubator Manager of the Year” award in 2001
 - Through outreach activities, brought in 25 to 30 new businesses each year
 - Developed strategic goals, marketing strategy, and selection criteria for admission into the Incubator
 - Supervised multicultural staff, managed physical resources, built technology transfer work in the University, and coordinated and cultivated relationships with key stakeholders in the national government, the National Taipei University, and developing entrepreneurs
 - Organized and coordinated the National Conference for Entrepreneurship in 2002
- 03/1998-12/2000 Incubator Manager, National Taiwan University, Taipei, Taiwan
- Responsible for developing the first campus Incubation Center in Taiwan
 - Grew the Incubation Center from start-up in 1998 to 55 participating companies in 2000
 - Developed strategic steering committees and advisory groups to assist in the development of needed policies, marketing strategies, admission criteria, financial aid criteria, and exit criteria
 - Established a network of strategic partnerships across universities, banks, businesses, and the national government to sustain enterprise development
- 1988-1998 Managerial and Non-managerial Positions in Taiwan
Gained knowledge and experience in successful entrepreneurship, networking, strategic planning, marketing, product development, and service delivery through managerial and non-managerial positions in the banking, real estate, and accounting career fields

PROFESSIONAL AFFILIATIONS

Member of the Academy of Management,
the Southern Management Association,
the Strategic Management Society, and
the United States Association of Small Business and Entrepreneurship

PROFESSIONAL TRAINING

- 2001 Professional Incubator Manager Training Certification, Small and Medium Enterprise Administration, Taipei, Taiwan
- 1997 Stock Market Exchange Practitioner Qualification, certified to work as a stock broker in the Taiwan Stock Exchange

PROFESSIONAL SERVICE

- 2010-2011 Invited Reviewer for Human Resource Development Quarterly
- 2008-2011 Invited Reviewer for the Journal of Small Business and Entrepreneurship
- 2007-2011 Ad-hoc Reviewer for the Annual Conferences of the Academy of Management
- 2011 Ad-hoc Reviewer for the Annual Meeting of Southern Management Association at Savannah, GA
- 2010 Invited Book Review "The Effective Organization: Practical Application of Complexity Theory and Organizational Design to Maximize Performance in the Face of Emerging Events." Publisher: Routledge
- 2009-2010 Ad-hoc Reviewer for the United States Association for Small Business and Entrepreneurship (USASBE) Conferences
- 2008 Ad-hoc Reviewer for the Annual Meeting of Midwest Academy of Management at St. Louis, MO
- 2008 Ad-hoc Reviewer for the Academy of HRD International Conference at Florida