

VITA

Robert E. Spekman

PERSONAL DATA:

Home Address:
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Darden Graduate School
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EDUCATION:

Ph.D., Northwestern University - Kellogg School of Management, 1977
Major Field: Marketing
Minor Field: Organizational Behavior

M.B.A., Syracuse University - School of Business, 1971
Major Field: Marketing

B.A., University of Massachusetts (Amherst), 1969
Major Area: Zoology
Minor Area: Chemistry

EXPERIENCES IN HIGHER EDUCATION:

Tayloe Murphy Professor of Business Administration
Darden Graduate School of Business Administration,
University of Virginia, Fall 1996 to present

Alumni Professor of Business Administration
Darden Graduate School of Business Administration,
University of Virginia, Summer 1995 to 1996

Professor of Business Administration
Darden Graduate School of Business Administration
University of Virginia, Summer 1992 to 1995

Frank Talbot, Jr., Visiting Professor of Business Administration,
Darden Graduate School of Business,
University of Virginia, Fall 1991 to Summer 1992.

Professor of Marketing, University of Southern California, Los
Angeles, Associate Director of the Center for Telecommunications Management
Spring 1990 to Summer 1992.

Associate Professor of Marketing (with tenure), University of Southern California, Los Angeles, Associate Director of the Center for Telecommunications Management Fall 1988 to Summer 1990.

Associate Professor of Marketing, University of Southern California, Los Angeles, Associate Director of the Center for Telecommunications Management Fall 1986 to Summer 1988.

Associate Professor of Marketing (with tenure), University of Maryland at College Park, Fall 1981 to Spring 1986.

Visiting Professor of Marketing, Norwegian School of Economics and Business Administration, Bergen, Norway, August 1982 to May 1983.

Assistant Professor of Marketing, University of Maryland at College Park, Fall 1976 to Summer 1981.

Lecturer, Northwestern University, Summer 1975.

Lecturer, Loyola University of Chicago - Graduate School of Business, Summer 1974.

Research Assistant, Graduate School of Management, Northwestern University, September 1974 - June 1976.

**EXPERIENCE
IN OTHER
THAN HIGHER
EDUCATION:**

Corporate Marketing Staff Member, The Stop and Shop Companies, Inc, Boston, September 1972 - December 1973.

Administrative Trainee, The Stop and Shop Companies, Inc., Boston, July 1971 - September 1972.

**PROFESSIONAL
ACTIVITIES:**

Associate Editor, Journal of Business-to-Business Marketing, 1990 to present.

Editorial Board (Past): Journal of Marketing, July 1981 to 1997; Journal of Personal Selling and Sales Management, 1982 to 1990.

Editorial Board (Present): Journal of the Academy of Marketing Science, 1998; Supply Chain Management, 1999; Journal of Market Focused Management, 1995; Journal of Supply Chain Management, 2001.

Co-editor of a special topics section of Industrial Buying Behavior for the Journal of Business Research, 1980, 1984-1986, 1990, 1991-1992, 1994

Outside reviewer, Journal of Marketing Research, 1984 to present; Journal of Management Studies, 1996 to present; International Journal of Research in Marketing, 2001 to present; Administrative Science Quarterly, 1980, 1985; Journal of Consumer

Research, 1985 to present; Academy of Management Journal, 1993 to present; Journal of the Academy of Marketing Science, 1994, 1997-89; Journal of Retailing, 1992 to present; Strategic Management Journal, 1997 to present; Sloan Management Review, 1994.

Teaching Faculty, ISBM PhD Consortium on B2B Marketing 2005, Faculty Consortium on Industrial Marketing, American Marketing Association, 1982 and 2000; Doctoral Consortium, American Marketing Association, 1985; Faculty Consortium on Relationship Marketing, 1994.

Chair (with Jakki Mohr), American Marketing Association sponsored Business-to-Business Marketing Research Conference, 1993.

Chair (with D. Wilson), 1990 Winter AMA Educators' Conference.

Coordinator (with G. Ford) of 1981 American Marketing Association's Doctoral Consortium.

Coordinator (with D. T. Wilson, Penn State) of 1981 and 1984 American Marketing Association sponsored workshop on Industrial Marketing.

Industrial Steering Committee, Marketing Science Institute, Fall 1984-1992.

Track Chair for Marketing Strategy, 1989 AMA Educators' Conference.
Session Chairperson: Association for Consumer Research, 1977; American Marketing Association, 1980, 1982, 1987, 1988, 1990.

Coordinator: Executive Development Program for the National Cancer Institute (NIH), 1979; Executive Development Program for the Office of the Assistant Secretary for Public Affairs, DHHS, 1980, 1981.

Discussant, American Marketing Association Educator's Conference, 1981, 1982, 1988, 1993, 1994.

Proposal Evaluator: Department of Energy, Public Utilities Regulatory Policies Act (PURPA), 1979; Department of Energy, Innovative Rates Program, 1980; National Science Foundation, 1981, 1986, 1987.

Manuscript Reviewer, Addison-Wesley, C. W. Brown, Dryden Press, Allyn and Bacon, Times Mirror-Mosby, Richard Irwin, West Publishers, MacMillan, McGraw Hill, Prentice Hall, Harvard Business Press.

HONORS AND AWARDS:

International Journal of Physical Distribution & Logistics Management, 2010 award for being one of top 20 downloaded papers in the Journal from its inception

International Journal of Physical Distribution & Logistics Management, 2010 award for being one of the top downloaded papers in the Journal for the last three years

Journal of Business-to-Business Marketing, 2004 outstanding article of the Year, with D. Eric Boyd

Darden School's Wachovia Award for Research Excellence in a Book—*The Extended Enterprise: Gaining Competitive Advantage through Collaborative Supply Chains* (with Edward Davis) 2004

Darden School's Wachovia Award for Research Excellence in a Book-- *Alliance Competence: Maximizing the Value of Your Partnerships* (with Lynn Isabella and Thomas MacAvoy) 2000

Supply Chain Management, vol. 3, #2, 53-67, 1998. Received 1999 MCB awards for excellence as the most outstanding paper in the journal.

Supply Chain Management, vol. 7 1,41-55, 2002. Received the 2002 MCB awards for excellence as the most outstanding paper in the journal. Also, cited as one of the 200 most downloaded papers in the Emerald family of journals

Darden School's Wachovia Award for Excellence-- Volvo Renault Case Series (with R. Bruner) 1997

European Journal of Marketing, vol. 31, #11/12, 832-56, 1997. Selected as a MCB Distinguished Award for Excellence in 1998.

European Case Competition, Awarded First Runner-Up in for Renault -Volvo case series with Robert Bruner), 1995-1996.

Phi Kappa Phi Research Mentorship Award, University of Southern California, 1992.

Distinguished Visiting Scholar Lecture Series, Arizona State Univ. 1989

Distinguished Faculty Award presenting by College of Business and Management Alumni International, University of Maryland, 1985.

Outstanding Faculty Award presented by the University of Maryland MBA students 1981, 1985, 1986.

Undergraduate Teaching Award presented by College of Business and Management, 1983, 1984.

Graduate Teaching Award presented by College of Business and Management, 1984, 1985, University of Maryland.

Research Board Award, University of Maryland, 1977.

Graduate School of Management Fellowship, Northwestern University, 1974-76.

**GRANTS AND
CONTRACTS:**

Undergraduate Admissions Office, University of Maryland
College Park, 1977 to 1979 (with P. N. Bloom).

The study investigated the college choice process. The research encompassed a market audit of the admissions process as well as the collection to survey data from random samples of current students, prospective college students and students who were admitted but not enrolled at UMCP.

Bureau of Community Health Services, Health Services Administration (DHEW),
1979 to 1980 (with G. T. Ford) - Contract HSA 78-104(1).

A field experiment, conducted at one of BCHS's rural health sites, was designed to increase the level of immunization among the clinic's population of children under four years of age.

Office of the Secretary, Department of Health and Human Services Management,
Planning and Evaluation Division, 1980, 1981 - Contract SA80-5921 and SA81-1302.

Development of a curriculum for a conference entitled "Managing Public Information and Education Techniques." The purpose of the conference is to provide Public Affairs Professionals with a working knowledge of social marketing tools and concepts.

National Association of Purchasing Management (NAPM), 1981-1982.

Faculty Research Grant awarded to examine issues relevant to strategic procurement in the 1980s. A survey of 1,600 members were conducted.

Graduate School, University of Maryland, College Park, 1984.

An empirical investigation of graduate student's decision processes for graduate school. A survey was administered to all students' accepted to the various graduate programs at the College Park campus. Recommendations were made to the Dean of the Graduate School.

Marketing Science Institute, Cambridge, MA, 1985.

An empirical investigation of collaborative relationships within the buyer-seller dyad. The goal of the project is to understand better the nature, evolution and maintenance of closer, more cooperative trading relations between buyers and sellers.

Allied-Bendix Corporation, Arlington, VA 1986.

An examination of the relationship between contractors and subcontractors. The purpose of this research is to understand better the strategic and procurement decisions that drive the type and closeness of the relationship, which evolves between contractors and their subcontractors.

IBEAR Program, University of Southern California, 1987.

An empirical investigation of buyer-seller relationships in an international context. The purpose of this project is to understand both U.S. buyers' and Pacific Rim sellers'

expectations when forming and maintaining long-term collaborative relationships. A sample of U.S., South Korean, and Taiwanese managers will be examined.

Center for Advanced Purchasing Studies/NAPM, 1987.

A grant was awarded to defray mailing expenses incurred as part of the IBEAR project. These funds supported the U.S. buyers' portion of the project.

Bell Communications Research, Livingston, NJ, 1988.

Development of a methodology for assessing customer satisfaction within the public telephone market. In addition, strategic implications will be explored. (Valerie Folkes is co-investigator).

Marketing Science Institute, Cambridge, MA, 1988.

A seed grant was awarded to begin an empirical investigation of multi-point relationships between companies. A goal of the project is to understand better the relationship between companies that often find themselves interacting as both partners and competitors.

Marketing Science Institute, Cambridge, MA, 1989. A seed grant was awarded to develop a position paper on the state of industrial advertising. Through a series of executive interviews, issues will be generated and research agenda posited. This is the first of several phases. (Co-investigator is David Stewart).

International Consortium for Executive Development Research, Lexington, MA , 1993 and 1994. A grant was awarded to study strategic alliances over their life cycles and to assess the differences in managerial intent and skill required as the alliance proceeds through its life. Eight alliances, at different life cycle stages, are to be examined through in-depth qualitative methods. (Co-investigators are Lynn Isabella and Tom MacAvoy.)

International Consortium for Executive Development Research, Lexington, MA , 1994-96. A second round grant was awarded to study strategic alliances over their life cycles and to assess the differences in managerial intent and skill required as the alliance proceeds through its life. Eight alliances, at different life cycle stages, are to be examined through in-depth qualitative methods. (Co-investigators are Lynn Isabella and Tom MacAvoy.)

Ernst & Young, Cleveland Ohio, 1994-96. A grant was awarded to examine best practices in the area of supply chain management with an emphasis on collaboration. This is a global empirically based study. (Co-investigator is John Kamauff from Western Business School).

MasterCard International, 1995-96. A grant was awarded to study the future of the consumer payments industry with particular emphasis on the future role of alliances and networks.

PUBLICATIONS:

Books and Edited Proceedings:

Robert E. Spekman and David T. Wilson (eds.), Issues in Industrial Marketing: A View to the Future. Chicago: American Marketing Association, 1982.

Robert E. Spekman and David T. Wilson (eds.), A Strategic Approach to Business Marketing. Chicago: American Marketing Association, 1985.

Paul Bloom, Bart Weitz, et. al. (eds). 1989 AMA Summers' Educators' Conference Proceedings. Chicago: American Marketing Association, 1989.

J. David Lichtenstein, R. Spekman, D. Wilson, et al. (eds.) 1990 AMA Winter Educator's Conference Proceedings: Marketing Theory and Applications, Chicago: American Marketing Association, 1990.

Robert E. Spekman, Lynn Isabella, Thomas MacAvoy and Theodore Forbes (1997), Alliances and Partnership Strategy, Cambridge, MA: ICEDR.

Robert Bruner, Mark Eaker, R. Edward Freeman, Robert Spekman, Elizabeth O. Teisberg (1997), The Portable MBA, 3rd edition, New York, NY: John Wiley and Sons. The fourth edition was released in Feb. 2003.

Robert E. Spekman and Lynn A. Isabella with Thomas MacAvoy, Alliance Competence Maximizing the Value of Your Partnerships, New York: John Wiley and Sons, 2000.

Edward W. Davis and Robert E. Spekman, The Extended Enterprise: The Key to Supply Chain Alliances, Partner Leverage, and Competitive Advantage, New York, Prentice Hall Financial Times, Fall 2003

O. Ploetner and Robert Spekman (eds.), Bringing Technology to Market, John Wiley and Sons, Germany 2006.

Published in Refereed Journals:

Robert E. Spekman, and G. T. Ford, "Perceptions of Uncertainty Within Buying Groups." Industrial Marketing Management, Vol. 6, 1977, 395-403.

Robert E. Spekman, "Influence and Information: An Exploratory Investigation of the Boundary Role Person's Basis of Power," Academy of Management Journal, Vol. 22, 1979, 104-117.

Robert E. Spekman and Louis W. Stern, "Environmental Uncertainty and Buying Group Structure: An Empirical Investigation," Journal of Marketing, Vol. 43, 1979, 54-64.

Robert E. Spekman, "The Purchasing Audit: A Guide for Management," Journal of Purchasing and Materials Management, Vol. 15, 1979, 8-12. (Reprinted in a 1980 Commemorative issue: an outstanding articles to appear in the Journal since 1975).

Jack Kasulis and Robert E. Spekman, "A Framework for the Use of Power," European Journal of Marketing, Vol. 14, 1980, 180-191.

Robert E. Spekman and Ronald Hill, "Strategic Purchasing: An Approach for Dealing Effectively with Procurement in the 1980s," Journal of Purchasing and Materials Management, Vol. 16, 1980, 2-8.

R. E. Spekman, "The Effect of Organizational Type on Organizational Buying: Implications for the Industrial Marketer," Industrial Marketing Management, Vol. 10, 1981, 43-48.

Robert E. Spekman, "A Strategic Approach to Procurement Planning," Journal of Purchasing and Materials Management, Vol. 17, 1981, 2-9. (Reprinted in a 1989 25th anniversary edition and recognized as one of the outstanding contributions to the journal.)

Wesley Johnston and Robert E. Spekman, "Industrial Buying Behavior: A Need for an Integrated Approach," Journal of Business Research, Vol. 10, 1982, 133-146.

Robert E. Spekman, "An Empirical Investigation of Strategy Implementation," International Journal of Physical Distribution and Materials Management, Vol. 13, 1983, 38-48.

Rowland T. Moriarty, Jr. and Robert E. Spekman, "An Empirical Investigation of the Sources of Information Utilized During the Industrial Buying Process," Journal of Marketing Research, Vol. 21, 1984, 137-148.

Robert E. Spekman, "Purchasing's Contribution to Corporate Planning: A Neglected Dimension," Long-Range Planning, Vol. 18, 1985, 94-99.

Robert E. Spekman and Kjell Gronhaug, "Methodological Issues in Buying Center Research," European Journal of Marketing, Vol. 20, 1986, 50-63.

Robert E. Spekman and Wesley Johnston, "Relationship Management: Managing the Selling and Buying Interface," Journal of Business Research, Vol. 14, 519-531, 1986.

Robert E. Spekman and Deborah Strauss, "An Exploratory Investigation of a Buyer's Concern for Factors Affecting More Collaborative Buyer-Seller Relationships," Industrial Marketing and Purchasing, Vol. 13, 26-43, 1986.

Robert E. Spekman, "Strategic Supplies Selection: Towards an Understanding of Long-Term Buyer-Seller Relationships," Business Horizons, 31, 1988, 75-81.

Gary Frazier, R. E. Spekman and C. O'Neal, "Just-In-Time Exchange Relationships in Industrial Markets," Journal of Marketing, 52, 1988, 52-67.

Robert E. Spekman, "Perceptions of Strategic Vulnerability Among Industrial Buyers and Its Effect on Information Search and Supplier Evaluation," Journal of Business Research, 17, 1988, 313-326.

Robert E. Spekman, "An Exploratory Investigation of U.S. Buyers' Relationships with Pacific Rim Sellers," Journal of Purchasing and Materials Management, 21, 1991, 2-11.

R. Krapfel, D. Salmond, and R. E. Spekman, "A Strategic Approach to Managing Buyer-Seller Relationships," European Journal of Marketing, 25 #9, 1991, 22-37.

Ven Sriram, Robert Krapfel and Robert E. Spekman, "Antecedents to Buyer-Seller Collaboration: An Analysis from the Buyer's Perspective," Journal of Business Research, 25, #4, 1992, 303-320.

Kathleen K. Reardon and Robert E. Spekman, "Starting out Right: Negotiation Lessons for Domestic and Cross-Cultural Alliances," Business Horizons, January-February, 1994, 71-78.

Mohr, Jakki, Gregory T. Gundlach, and Robert Spekman (1994), "Legal Ramifications of Strategic Alliances," Marketing Management, Vol. 3 (2), 38-46.

Jakki Mohr and Robert E. Spekman, "Characteristics of Partnership Success: Partnership Attributes, Communications Behavior, and Conflict Resolution Techniques," Strategic Management Journal, vol 15, 1994, 135-152.

Robert E. Spekman, John Kamauff, Deborah Salmond, "At Last Purchasing Becomes Strategic," Long-Range Planning, April, 27 #2, 1994, 76-84.

Robert E. Spekman, David Stewart and Wesley J. Johnson, "Buying Center Role Designation: An Empirical Investigation of the Purchasing Manager's Role Formation and Its Correlates," Journal of Business-to-Business Marketing, 1995, 2 (4), 37-63.

Mohr, Jakki and Robert Spekman (1996), "Perfecting Partnerships," Marketing Management, 4 (Winter/Spring), pp. 34-43.

R. E. Spekman, D. Salmond and J. Lambe, Consensus and Collaboration: Norm Regulated Behavior in Industrial Marketing Relationships, European Journal of Marketing, vol. 31, 11/12/ 832-56. Winner of best paper in marketing for the MCB family of journals in 1998.

C. Jay Lambe and Robert E. Spekman, "Alliances, External Technology Acquisition, and Discontinuous Technological Change," Journal of Product Innovation Management, 14, 102-116, 1997

Robert E. Spekman, Lynn Isabella, Tom MacAvoy, Ted Forbes, "Creating Strategic Alliances that Endure," Long-Range Planning, vol. 29, #3, 1996, 346-357.

C. Jay Lambe and Robert E. Spekman, "National Account Management: Large Account Selling or Buyer-Supplier Alliance," Journal of Personal Selling and Sales Management, Fall 1997, vol. 17, #4, 61-74.

R. Bruner and Robert Spekman, The Darker Side of Alliances: Lessons from Volvo-Renault, European Management Journal, 16 #2, 136-50, April 1998. (Received 2003 Citation for excellence by MCB editors.)

Robert Spekman, John Kamauff and Niklas Myhr, "An Empirical Investigation into Supply Chain Management: A Perspective on Partnerships," Supply Chain Management, vol. 3, #2, 53-67, 1998. Also, appeared in International Journal of Physical Distribution & Logistics Management, Volume 28 (1998), Number 8. Selected as 1999 MCB *awards for excellence* as the most outstanding paper in the journal. Also, received the 2010 citation for being one of the top 20 downloaded papers in the journal.

Robert E. Spekman, Lynn Isabella, Thomas MacAvoy, and Theodore Forbes, "Alliance Management: A View from the Past and a Look to the Future," Journal of Management Studies, vol. 35, #6, 747-771, 1998. (Received 2003 Citation for excellence by MCB editors.)

Robert Spekman, John Kamauff and Joseph Spear, "Towards More Effective Sourcing and Supplier Management," European Journal of Purchasing and Supply Management, vol. 5, 103-116, 1999.

Kirti Sawhney Celly, Robert E. Spekman and John Kamauff, "Technological Uncertainty, Buyer Preferences, and Supplier Assurances: An Examination of Pacific Rim Purchasing Arrangement," Journal of International Business Studies, vol. 30, 2, 297-316, 1999. (Received 2003 Citation for excellence by MCB editors.)

Kamalini Ramdas and Robert Spekman, "Shackles or Chains: Understanding What Drives Supply Chain Performance," Interfaces, vol. 30, #4, 1999, 3-21.

Wesley Johnston, Jeffrey Lewin and Robert Spekman, "International Industrial Marketing Interactions: Dyadic and Network Perspectives," Journal of Business Research, vol. 46 (3), 257-71, 1999.

C. Jay Lambe, Robert E. Spekman and Shelby D. Hunt, "Interimistic Relational

Exchanges: Conceptualization and Propositional Development “ Journal of the Academy of Marketing Science, vol. 28, #2, 2000, 212-215

Robert Spekman, “A Commentary on Business Marketing: A Twenty Year Review and an Invitation for a Continued Dialog,” Journal of Business-to-Business Marketing, vol.7 (4), 11-32, 2000.

C. J. Lambe, C. M. Wittmann and Robert E. Spekman, “ Social Exchange Theory and Research on Business-to-Business Relational Exchange,” Journal of Business-to-Business Marketing, Vol. 8. no. 3, 1-36, 2001

Robert E. Spekman, Joe Spear and John Kamauff, “Supply Chain Competence: Learning as a Key Component,” Supply Chain Management, vol. 7 1,41-55, 2002. Received the 2003 MCB *awards for excellence* as the most outstanding paper in the journal.

C. J. Lambe, R. E. Spekman, and Shelby Hunt, “Alliance Competence, Resources and Alliance Success: Conceptualization, Measurement and Initial Test,” Journal of the Academy of Marketing Science, vol. 30, #2, 114-158, 2002.

Paul Cousins and Robert Spekman, “Strategic Supply and the Management of Inter and Intra Organizational Relationships,” Journal of Purchasing and Supply Management, Vol. 9 19-29, 2003

D. Eric Boyd and Robert Spekman, Internet Usage within B2B Relationships and its Impact on Value Creation: A Conceptual Model and Research Propositions” Journal of Business-to-Business Marketing, vol. 11 no. 1-2, 8-32, 2004 Awarded the 2004 Outstanding article of the Year.

Kamauff, John, Darlene B. Smith and Robert Spekman (2004), “Extended Enterprise Metrics: The Key to Achieving Synthesized Effectiveness,” *Journal of Business and Economics Research*, Vol. 2, No. 5 (May) 39-52.

Robert E. Spekman and Edward Davis, "Risky Business: Expanding the Discussion on Risk and the Extended Enterprise", International Journal of Physical Distribution and Logistics, vol. 34, no. 5, July 2004, 414-433.

Niklas Myhr and Robert E. Spekman, "Collaborative Supply Chain Partnerships Built Upon Trust and Electronically-Mediated Exchange" *Journal of Business and Industrial Marketing*, vol. 20, # 4-5, 179-186, 2005.

Robert Spekman and Robert Carraway, “Making the Transition to Collaborative Buyer-Seller Relationships: An Emerging Framework,” Industrial Marketing Management, vol. 35, #1, 10-19, 2006.

Robert Spekman and Patrick Sweeney II , “RFID: From Concept to Implementation,” International Journal of Physical Distribution and Logistics, 2006, vol. 36, no. 10, 736-754. Winner of the 2009 and 2010 award for being among the top 20 downloaded papers

D. Eric Boyd, Robert Spekman, John Kamauff, and Patricia Werhane, “Corporate Social Responsibility in Global Supply Chains: A Procedural Justice Perspective,” Long Range Planning, vol. 40, 341-356, 2007.

John Kamauff and Robert Spekman, “The LCCS Success Factors,” Supply Chain Management Review, January/February 2008, 14-21

Mark Parry, Michael Song and Robert Spekman, “Task Conflict, Integration Potential, and Conflict Management Strategies in Joint Ventures”, IEEE Transactions on Engineering Management, Vol. 55, No. 2, May 2008, 1-18.

D. Eric Boyd and Robert Spekman,” "The Market Value Impact of Indirect Ties within Technology Alliances," Journal of the Academy of Marketing Science, vol. 36, 2008, 488-500.

Stephen Melnyk, Ed Davis, Robert Spekman and Joe Sandor, “Outcome Driven Supply Chains,” Sloan Management Review, Winter 2010 vol 51 (2), 33-38.

Boyd, D. Eric and Robert E. Spekman (2010), “The Licensing of Marketing Control Rights in Technology Alliances: A Shareholder Value Perspective,” Journal of Product Innovation Management, 27 (4), 593-605.

Refereed Papers in Conference Proceedings:

Robert E. Spekman, “An Examination of Informal Decision-Making Units: Some Methodological Cautions for Future Research,” Proceedings of the Academy of Management, 1977, 213-217.

Robert E. Spekman and B. J. Calder, “Narrowing the Conceptual-Empirical Gap in Organizational Buying Behavior,” in H. K. Hunt (ed.), Advances in Consumer Research, Vol. 5, Association for Consumer Research, 1977, 213-217.

Robert E. Spekman, “The Purchasing Manager--From Order-Taker to Decision-Maker: Some Preliminary Findings,” in B. Greenberg and D. Bellenger (eds.), Contemporary Marketing Thought. Chicago: American Marketing Association, 1977, 502.

Robert E. Spekman, “A Macro-Sociological Examination of the Industrial Buying Center: Promise or Problems?” in S. Jain (ed.), Research Frontiers in Marketing: Dialogue and Directions. Chicago, American Marketing Association, 1978, 111-115.

Robert E. Spekman and P. N. Bloom, "Obstacles to Conducting a Non-Profit Marketing Audit," in R. Franz et al., SMA Proceedings, 1979, 422-425.

Robert E. Spekman, J. Harvey and P. N. Bloom, "The College Choice Process: Some Empirical Results," in J. Olson (ed.), Advances in Consumer Behavior, Vol. 7, Association for Consumer Research 1979, 700-705.

Robert E. Spekman and G. T. Ford, "The Industrial Marketing Implications of Organizational Hierarchy in Purchasing Departments," in K. Bernhardt et al. (eds.), The Changing Marketing Environment: New Theories and Applications. Chicago: American Marketing Association, 1981, 178-182.

Robert Krapfel, Robert Spekman, and Gabrielle Belli, "Experimental Causal Research in Organizational Buying Behavior: A Cautionary Note," in Wm. Darden et al. (eds.), Research Methods and Causal Modeling in Marketing. Chicago: American Marketing Association, 1983, 55-57.

Robert E. Spekman and Kjell Gronhaug, "Insights on Implementation: A Conceptual Framework for Better Understanding the Strategic Marketing Planning Process," in P. Murphy et al. (eds.) American Marketing Association Proceedings. Chicago: American Marketing Association, 1983, 12-16.

Robert E. Spekman and Rowland Moriarty, "An Exploratory Investigation of Perceived Time Pressure and Its Effect on Industrial Buying Behavior," in K. Moller (ed.) Proceedings of the European Academy of Marketing, 1986, 681-696.

Deborah Salmond and R. E. Spekman, "Collaboration as a Mode of Managing Long-term Buyer-Seller Relationships," in T. Shimp, et al. (eds.) AMA Marketing Educators' Conference Proceedings, Chicago: AMA, 1986, 205-211.

R. Krapfel and R. Spekman, "Channel Power Sources, Satisfaction and Performance: An Exploration," in Mark Albert et al. (eds.), American Marketing Association Proceedings. Chicago: AMA, 1987, 30-34.

R. Spekman and David Wilson, "Managing Strategic Partnerships: Towards an Understanding of Control Mechanisms and Their Impact on Partnership Formation and Maintenance," Proceedings 6th I.M.P. Conference, Milan, Italy, 1990, 1000-1017.

D. Stewart and R. E. Spekman, "A Systematic Inquiry Into Business-to-Business Advertisement: An Early Assessment," R. Holman and Patricia Stout (eds.), Proceedings of the American Academy of Advertising, 1991, 201-202.

Robert Spekman and David Wilson, "The Alliance Manager: An Essential Ingredient to Alliance Success," in Proceedings of the Seventh Bi-Annual World Marketing Conference, Melbourne, Australia, 1995, 52-54.

John Kamauff, Robert E. Spekman, and Jeffrey R. Edwards, "The Robustness of NPD Sourcing Strategy," in Research at the Marketing/Entrepreneurship Interface, Gerald E. Hills, Daniel F. Muzyka, Glenn S. Omura, and Gary A. Knight (eds.). Chicago: Institute for Entrepreneurial Studies, 1995, 227-231.

C. Jay Lambe and Robert E. Spekman, "First Mover Advantage and A Consideration of Alliances," in Roger Calatone and Cornelia Droge (eds.), Enhancing Knowledge Development in Marketing, Vol. 7, Chicago: American Marketing Association, 1996,

Lambe, C. Jay and Robert E. Spekman, "The Bases of Alliance-Derived Sustainable Competitive Advantage: Relationship and Resources," 1997 American Marketing Association Winter Marketing Educators Conference Proceedings, February 1997.

Niklas Myhr and Robert E. Spekman, "Functional Cooperation in Supply Chains: Determinants and Consequences," 1997 American Marketing Association Summer Marketing Educators Conference Proceedings, August 1997.

Niklas Myhr and Robert E. Spekman, "Supply Chain Functional Cooperation—A Construct Delineation" 13th Annual IMP Conference Proceedings, Lyon: France, 459-83, 1997

Paul Cousins and Robert Spekman, "Strategic Supply and the Management of Inter and Intra Organizational Supply," 16th IMP Proceedings, Bath, UK September 2000.

Kamauff, John, Darlene B. Smith and Robert Spekman (2003), "Extended Enterprise Metrics: The Key to Achieving Synthesized Effectiveness," *One World, One View of Operations: The Challenge of Integrating Research and Practice*, Vol. 1, 481-494. (Proceedings of the Joint International Conference of the European Operations Management Association & Production and Operations Management Society -- EUROMA-POMS), Lake Como , Italy (June).

Robert Spekman, "Alliance Competence: Leveraging Your Partner; Gaining a Competitive Advantage; and Improving Alliance Performance: IASTED International Conference on Alliances, Mergers, and Acquisitions 2003, Calgary, Canada

Steve Melnyk, Joe Sandor, Ed Davis and Robert Spekman, 2010, Outcome Driven Supply Chains: A New Paradigm, NARTS Annual Supply Management Conference Proceedings.

Chapters in Books:

Robert E. Spekman, "An Alternative Framework for Investigating the Industrial Purchasing Process," G. Zaltman and T. Bonoma (ed.), Organizational Buying Behavior. Chicago: American Marketing Association, 1978, 84-90.

J. Kasulis, R. E. Spekman, and R. Bagozzi, "A Taxonomy of Channel Influence: A Theoretical-Operational Framework," in G. Fisk, J. Arndt and K. Gronhaug (eds.), Future Directions in Marketing. Cambridge, Massachusetts: Marketing Science Institute, 1978, 165-184.

Robert E. Spekman, "Organizational Boundary Behavior: A Conceptual Framework for Investigation of the Industrial Salesperson," in R. Bagozzi (ed.), Sales Management: New Developments from Behavioral and Decision Model Research. Cambridge: Marketing Science Institute, 1979, 133-144.

Gary T. Ford and Robert Spekman, "Using Marketing Techniques to Increase Immunization Levels: A Field Experience," in S. Permut and M. Mokwa (eds.), Exploring and Developing Government Marketing. New York: Praeger Press, 1981, 310-325.

Robert Krapfel and Robert Spekman, "Buying Center Research and Managerial Usefulness: Narrowing the Gap," in R. Spekman and D. Wilson (eds.), A Strategic Approach to Business Marketing. Chicago, American Marketing Association, 1985, 48-57.

Robert Spekman and Deborah Strauss, "An Exploratory Investigation of Strategic Vulnerability and Its Impact on Buyer-Seller Relationships," in K. Backhaus and D. T. Wilson (eds.), New Developments in Marketing, W. Germany: Springer Publishing, 1986, 115-134.

Wesley Johnston and Robert Spekman, "Industrial Buying Behavior: Where We Are and Where We Need to Go," in J. Sheth and E. Hirschman (ed.), Research in Consumer Behavior, Vol. 1, New York: JAI Press, 83-111, 1987.

Robert Spekman and Kirti Sawhney, "Strategic Alliances: Understanding Complex Relationships Between Buyers and Sellers," in W. Johnston (ed.), Purchasing in the 1990s: The Evolution of Procurement in Telecommunications, JAI Press, 1990, 99-112.

Kathleen Reardon and Robert E. Spekman, "Negotiating the Initial Phases of Cross Cultural Alliances," in R. Drobnick and T. Agmon (eds.), Small Firms in Global Competition, Oxford University Press, 1994, 70-84.

Robert Spekman, Lynn Isabella, and Thomas MacAvoy" Strategic Alliances," in Douglas Ready (ed.), In Charge of Change: Insights into Next-Generation Organizations; ICEDR: Lexington MA., 1995, 121-140.

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Robert E. Spekman, "A Reflection on Two Decades of Business-to-Business Research: Implications for Understanding Marketing Relationships and Networks," In Dawn Iacobucci (ed.), Networks in Marketing, San Francisco, 1996,8-18.

Robert Spekman, John Kamauff and Niklas Myhr, "Issues in Global Supply Chain Management: Empirical Findings," in K. Backhaus (ed.) Contemporary Developments in Marketing, Editions Eska, Paris, 109-125,1999.

Lynn Isabella and R.E. Spekman, "Alliance Managers: A Template for the Future," in Mobley and McCall, eds.), Volume II in Advances in Global Leadership, JAI Press, pages 217-45, July 2001

Robert Spekman and Philip Kotler, "Marketing Consultants," in Larry Greiner and Flemming Poulfelt (eds.), Advances in Issues in Management Consulting, Stanford Press, Palo Alto, CA 2003.

Robert Spekman and Ben Moor, "Leading the Sales Force," in O. Ploetner and Robert Spekman (eds.), Bringing Technology to Market, John Wiley and Sons, Germany 2006.

Robert Spekman, "Outlook," in O. Ploetner and Robert Spekman (eds.), Bringing Technology to Market, John Wiley and Sons, Germany 2006.

Ravi Achrol (ed.) Legends in Marketing: Philip Kotler, Sage Publications, San Francisco, CA, 2011.

Robert E. Spekman, Comments on Kotler's It's Time for Total Marketing, pp71-76

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Robert E. Spekman, Comments on Achrol and Kotler's Service Dominant Logic, 97-100

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Robert E. Spekman, Comments on Wind's Contribution to Organizational Buying Behavior.

Gary Lilien (ed.) Handbook of B2B Marketing, Springer Publications, accepted for publication, 2011, Robert E. Spekman, Chapter on Strategic Alliances.

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Cases:

Fiat and Chrysler: Gaining on Global Automakers supervised Jackie Fritz 2009
Technical Note on the Use of Social Media in a B2B context, supervised Eliane Dotson 2009
Sullair: Re-defining its Channel of Distribution Supervised Jaishankar Natarajan 2009
Note on Designing a Channel of Distribution by Robert E. Spekman and Paul W. Farris 2009
Compact Fluorescence Bulbs: Fifteen Years Later by Robert E. Spekman, Tayloe Murphy Professor of Business Administration, Paul W. Farris, Landmark Professor of Business Administration, with the assistance of Marjorie Webb (MBA '09)
ZS Associates: Sizing a Sales Force supervised Sameer Kumar (MBA '07) and Arya Kalla (MBA '07) (UVA-M-0745)
Technical Note on Sales Force Sizing supervised Sameer Kumar (MBA '07) and Arya Kalla (MBA '07) (UVA-M-0746)
NBC Sports: The Major League Baseball Television Rights Decision supervised Todd Whiting—teaching note with T. Whiting
Collaborative e-Commerce: Shaping the Future of Partnerships in the Healthcare Industry supervised Anwar Harahsheh
Wolseley UK: Managing a Diverse set of Customers and Channels with Ed Davis
Telezoo C Supervised Nino Ninov (UVA- M-0653)
Telezoo (A): Feast or Famine? Supervised Neil Campbell (UVA-M-0651)
Telezoo (B): Feast or Famine? Supervised Neil Campbell (UVA-M-0652)
United Technologies Corporation: Supplier Development Initiative, supervised Gibbons (with Sam Farney) (UVA-M-0646)
Getting It Right The First Time: The Intevp-Honeywell Alliance with Forbes and Isabella (UVA-OB-0690TN)
Advanced Telephone: The Work-at-Home Market
Learning to Partner at Paragren (Abridged) with Ted Forbes (UVA-M-0600)
Learning to Partner at Paragren case & Teaching Note, supervised Gibbons (UVA-M-0577 & UVA-M-0577TN)
An Alliance Between Pratt & Whitney and Singapore Air (A): Jet Engine Repair and Beyond, supervised Gibbons (UVA-M-0609)
Direct Radiography Corporation (TN) (UVA-M-0610TN)
Direct Radiography Corp., supervised Gibbons (UVA-M-0610)
Anatomy of an Alliance: The KLM and Northwest Airlines Disaster, supervised Springer (UVA-M-0528)
Growth of the Airline Industry, supervised Springer (UVA-M-0516)
Daimler-Benz A.G.: Negotiations Between Daimler and Chrysler with Bruner, supervised Kannry (UVA-F-1241)
Chrysler Corporation: Negotiations Between Daimler and Chrysler with Bruner & Christmann, supervised Kannry (UVA-F-1240)
Comdial National Accounts, supervised Pool (UVA-0545)
Stored-Value Card at Trustworthy Bank (UVA-M-0522)
Comdial Corporation Teaching Note (UVA-M-0536)
Comdial Corporation, supervised Portmann (UVA-M-0536)
IBM and Apple Computer Alliance (D), supervised Paddock (UVA-M-0512)
IBM and Apple Computer Alliance (C), supervised Paddock (UVA-M-0511)

IBM and Apple Computer Alliance (B), supervised Paddock (UVA-M-0510)
IBM and Apple Computer Alliance (A), supervised Paddock (UVA-M-0509)
IBM and Apple Computer Alliance Teaching Note (UVA-M-0509)
PCS: The Next Generation of Wireless Communications case & Teaching Note,
supervised Griffin (UVA-M-0469 & UVA-M-0469TN)
Eli Lilly and Company: Sales-Force Changes with Managed Care (UVA-M-0461)
Eli Lilly and Company: Sales Force Management Teaching Note with Paul Farris
(UVA-M-0412TN)
The Package War: FedEx vs UPS case and Teaching Note with Robert Bruner
(UVA-M-0485 & UVA-M-0485TN)
Shaping the Future of Cash: Cybercash, Inc., supervised Springer (UVA-M-0508)
Barrett Bank Enters the Electronic Era, supervised Springer (UVA-M-0505)
Bombardier: The Los Angeles Metro Transit Authority Decision: Epilogue, supervised
Crowder (UVA-0471)
Bombardier: The Procurement Decision of Light Rail Cars for Los Angeles Metro
Transit Authority, supervised Crowder (UVA-M-0470)
Combined Teaching Note (UVA-M-0470TN)
Smoking and Health with Paul Farris & supervised Crowder (UVA-M-0459)
Smoking and Health Teaching Note with Paul Farris (UVA-M-0459TN)
Renault-Volvo Strategic Alliance (B) (Abridged) with Robert Bruner (UVA-G-0484)
Renault-Volvo Strategic Alliance (D): December 2, 1993, and Afterward with Robert
Bruner (UVA-G-0483)
Renault-Volvo Strategic Alliance (C): December 1, 1993 with Robert Bruner
(UVA-G-0482)
Renault-Volvo Strategic Alliance (B): September 1993 with Robert Bruner
(UVA-G-0481)
Renault-Volvo Strategic Alliance (A): March 1993 with Robert Bruner
(UVA-G-0480)
Renault-Volvo Strategic Alliance (A)-(D) and (B) Abridged Teaching Note with
Robert Bruner (UVA-0480TN)
AT&T and Olivetti (UVA-M-0430) IBM and Microsoft (UVA-M-0429) combined
Teaching Note supervised Lambe (UVA-M-0466TN)
Alliance Between IBM and Apple Computers supervised Crowder (UVA-M-0460)
AT&T and Olivetti: Analysis of a Failed Strategic Alliance supervised Lambe
(UVA-M-0430): Teaching Note, supervised Bolon (UVA-M-0430TN)
IBM and Microsoft: A Partnership Case and Teaching Note supervised Lambe
(UVA-M-0429 & UVA-M-0429TN)
Christie-Reid, Inc.: The Pharmabarasil Alliance with Forbes, Isabella & MacAvoy
(UVA-OB-0597)
Shell Italia (B) with Forbes, Isabella & MacAvoy (UVA-OB-0587)
Shell Italia (A) with Forbes, Isabella & MacAvoy (UVA-OB-0586)
Shell Italia (A) and (B) Teaching Note with Forbes, Isabella & MacAvoy
(UVA-OB-0586TN)
British Air - USAir: Structuring a Global Strategic Alliance (B) (UVA-OB-0585)
British Air - USAir: Structuring a Global Strategic Alliance (A) (UVA-OB-0584)
British Air - USAir: Structuring a Global Strategic Alliance (A) and (B) Teaching
Note (UVA-OB-0584TN)

Book Reviews:

R. E. Spekman, IMP Group, (ed.), H. Hakansson, International Marketing and Purchasing of Industrial Goods, (Wiley, 1982) in International Journal of Research in Marketing, 1983, pp. 244-45.

R. E. Spekman, "The Gower Handbook of Purchasing Management for Journal of Purchasing and Supply Management

Presentations Not in Proceedings: (not listed)

SERVICE: Academic Advisor to the Baltimore chapter of the National Association of Purchasing Management, October 1977 to 1986.

Academic Member of Los Angeles chapter of National Association of Purchasing Management, 1988 to 1992.

University of Maryland

Coordinator for DBA Program in Marketing, 1979 to 1981.

Advisor to the Undergraduate Admissions Office, Fall 1977 to Fall 1980.

Member, Campus-Wide Search Committee for Director of Admissions, 1982.

Graduate Committee Member in College of Business and Management, Fall 1977 to 1981, 1984-1986. Chairperson for 1980, 1981, 1985.

Graduate Council Committee on Programs, Courses and Curriculum appointed to University-wide Committee, 1980 to 1982.

Graduate Council Committee on Graduate Admissions appointed to University-wide Committee, 1981.

Campus-wide Committee for the Selection of Chancellor's Scholars, 1985.

College Search Committee for Associate Dean, 1985.

University of Southern California

University Senate, 1988 to 1989.

Masters Program Steering Committee, 1986 to 1990.

Graduate Program Review Committee, 1986 to 1990.

Graduate Task Force for Second Year MBA Electives, 1987 to 1990.

Graduate Program Core MBA Revision Committee, 1988.

Marketing Department Coordinator for MBA Program, 1989 to 1992

The Darden School and University

Member, Provost Committee on Diversity and Retention 2008 to present

Member, Provost Committee on Tenure and Promotion 2003- 2007

Chair, First Year Policy Committee June 1, 2008 to June 30, 2009

Advisor to the Medical School on Strategy for expanding medical services 2005 to 2006

Marketing Area Coordinator, 1998 to 2010

Section Coordinator (Section A), 1992-1994, section D 2008-2009

Appointments Committee, 1992 to 2003

Chairperson, Research, Course Development and Doctoral Program Committee 1994 to June 1998.

Member of Dean's Search Committee 1997-98

Member URPEC 1997 to 2002

Advisor to RFP process to outsource University Administrative Computing, 1999

Member of Search Committee for CEO for UVA Medical Center, 2000 to 2001

Board Memberships

Board of Directors, Darden Tech, 1995

Board of Advisors, Atlantic Food Service, 1995 to 1998

Board of Directors, Comdial, 1999 to June 2001

Board Member, Recording for the Blind and Dyslexic, 1997 to May 1999

Board of Directors, Odin Technologies 2003 to present

DISSERTATIONS

CHAired:

Deborah Ringold, "Consumer Response to Reductions in Freedom," completed April 1986.

Darlene Smith, "An Empirical Investigation of Advertising Substantiation," completed July 1986.

Ven Sriram, "An Exploratory Investigation of Factors Affecting Vertical Integration from the Buyer's Perspective," completed August 1987.

Deborah Strauss, "When and Why Buyers and Suppliers Collaborate: A Resource Dependency and Efficiency View, completed October 1987.

Jay Lambe, "The Bases of Alliance Derived Sustainable Competitive Advantage" completed 1998.

Niklas Myhr, "International Supply Chains," completed 2001

D. Eric Boyd, New Product Alliances and Share Holder Value: a Network Perspective completed 2004

DISSERTATION

COMMITTEES:

Carl Zeithaml, "An Examination of the Contingency Relationship Between Environmental Uncertainty, Business Strategy and Performance," Chairperson: Frank Paine, Organizational Behavior, completed Fall 1980.

Richard Heinzlmann, "Dealers Day in Court Legislation: An Evaluation Research Approach," Chairperson: Paul N. Bloom, completed Spring 1982.

Dennis Pitta, "Selected Determinants of Advertising Misleadingness," Chairperson: G. T. Ford, Marketing, completed Fall 1983.

Frank Franzak, "The Impact of Regulation on the Distilled Spirits Industry: A Structural Equation Analysis," Chairperson: Paul N. Bloom, Marketing, completed Fall 1983.

Ajay Kohli, "Determinants of Influence in Organizational Buying: A Contingency Perspective," Chairperson: Gerald Zaltman (University of Pittsburgh), Marketing, completed July 1986.

Michele Bunn, "Determinants of Purchase Strategy in Organizational Buying Decisions, Chairperson: William Perreault, Jr. (University of North Carolina) Marketing, completed July 1987.

Prem Shadasani, "Determinants of Alliance Satisfaction," Chairperson: J. Sheth, completed November 1990.

Tassau A. Shervani, "Forward Integration Into Distribution: A Contingency Approach," Co-chairs: G. Frazier and J. Sheth, completed October 1990.

Kirti Sawhney, "Distribution Control Systems: Monitoring, Motivating and Evaluating Channel Intermediaries," Chairperson: Gary Frazier, completed Summer 1992.

John W. Kamauff, "The Robustness of new Product Development and Sourcing Strategies," Chairperson: Bob Landel, Winter 1993

Outside
Examiner on
PhD theses:

David M. Gray, A Competency Based Theory of Business Partnering, University of New South Wales , Sydney Australia 2006

Ashish Dubey, Study of Supply Chain Relationships in Indian Manufacturing Firms, Indian Institute of Technology, Bombay, India 2006

Wu Hengzhang, A Study of Outcome Driven Supply Chains in New Zealand Small and Medium-Sized Enterprises, Masters in IT at the University of Auckland, 2011.

**(PARTIAL LISTING)
CONSULTATIONS
AND EXECUTIVE
PROGRAMS:**

Alstom
American Red Cross (corp)
Ameritech
Ameron
Astra/Merck
AT&T
Baltimore Gas and Electric
BancOne
Bank of America
Bekaert
Belden Wire and Cable
Bell Atlantic
Bellcore
BellSouth
Blue Cross/Blue Shield FL
Boeing
Brown-Forman Corporation
Cable and Wireless USA
Caterpillar
CFW
Chevron Oil
Citicorp
Digital Equipment
US DOD (DAA)

Ericsson
Ernst & Young, LLP
Freddie Mac
Frensenius MS
FMC
GAF
General Electric
General Motors
Glen Raven Mills
GTE
Hewlett Packard
IBM- Asia
Kimberly Clark
Lincoln Surveying
Lockheed Martin
Marriott
Mass Mutual
Metromedia
Milliken
Milton Roy Pumps
Monsanto
NASA
NIEL
Nortel
NYNEX
Ortho Biotech
Peat, Marwick & Mitchell
Pacific Enterprise
PDVSA
PwC
Philips Consumer Electronics
Phillips Petroleum
Pratt Whitney
Proctor & Gamble
Scott Paper
Secretary - DHHS
Siemens USA and Germany
SNET
Sprint
Southwestern Bell
Standard & Poor's
STPNOS
Sullair
Sun Oil Company
Telstra- Australia
TRW
Tulikivi--Finland

Washington Gas Light Company
Westinghouse
Weyerhaeuser
Wolseley PLC
Xerox Corporation

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