DENNIS A. SCHORR
Vita

Department of Marketing
Marshall School of Business
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EDUCATION:

YALE UNIVERSITY, New Haven, CT.
Ph.D., May, 1986. M.Phil., May, 1981. M.S., May, 1980. Graduate program in Psychology.
Doctoral Dissertation on Strategies for Effective Decision Making.
Yale University and U. S. Public Health Service Fellowships.

UCLA ANDERSON GRADUATE SCHOOL OF MANAGEMENT, Los Angeles, CA.
M.B.A., June, 1989. Concentrations: Marketing and Strategy
Wells Fargo Fellowship, Dean's List, and Beta Gamma Sigma Honor Society.

STANFORD UNIVERSITY, Stanford, CA.
B.A., June, 1977. Major: Psychology.
Honors Project on Problem Solving Strategies.
Graduated with distinction and honors. Phi Beta Kappa.

POSITIONS:

UNIVERSITY OF SOUTHERN CALIFORNIA , MARSHALL SCHOOL OF BUSINESS,
Los Angeles, CA.
Associate Professor of Clinical Marketing, 2003 - Present
Assistant Professor of Clinical Marketing, August, 1997 – 2003

Taught MBA and MS Marketing courses on Global Marketing, Marketing Management in the Global Context, Global Entertainment Marketing, Consumer Behavior, Marketing Strategy, New Product Development, New Product Development and Branding, High-Technology Marketing, and Marketing Research. Taught Undergraduate Business courses on Global Marketing Management, Consumer Behavior and Marketing, and Marketing Analysis and Strategy. Participated in developing and teaching International Business classes for MBA and Undergraduate Students, including leading field trips to Chile, Brazil, South Africa, China, Taiwan, Japan, South Korea, and Mexico/Cuba. Participated in teaching an International Business Consulting class for MBA students, including supervising students on international consulting projects. Supervised students on Independent Study Projects and Internships.

Served as Academic Coordinator for the Marshall School PRIME, PM-GLOBE, LINC and ABAC Programs. Developed the educational goals and academic requirements for required International Field Study Business courses.

Taught diverse types of business students in the following University of Southern California Marshall School of Business programs: a) the Full-Time MBA program geared toward full time students with a few years of prior managerial experience, b) the MBA-PM program geared toward mid-level managers who work and attend school at night and on weekends, c) the IBEAR International MBA program geared towards mid-level international business managers d) the MS Marketing program, and d) the Undergraduate Business program geared toward undergraduate students. Taught classes consisting of students from a wide variety of countries. Taught courses utilizing a variety of teaching methods including lectures, case discussions, computer-based exercises, team-based exercises, and field projects.

Organized and led the Marshall School SITE Program on South Africa and Social Impact Organizations and Businesses. Developed relationship with managers in social impact organizations and businesses in South Africa. Taught workshops on social impact marketing and marketing to the midtier and bottom of the pyramid in developing countries. Co-led a field study trip to South Africa to visit social impact organizations and businesses and conduct field research. Supervised MBA students on consulting projects for social impact organizations and businesses.

Organized and led the Marshall School TIE Program on Italy and the Global Fashion Industry. Developed relationship with business managers in the fashion industry in both Italy and the U.S. Brought speakers from U.S. fashion companies to class to discuss their domestic and international strategies. Developed and co-led a field study trip to Italy to visit businesses in different aspects of the fashion industry value chain and meet with senior managers. Organized field learning exercises in Italy, including an exercise on fashion retailing in Italy and another exercise at a major fashion trade show in Italy on the competitiveness of Italian fashion companies.

Co-led field study trips to China, Japan, South Korea, and Mexico/Cuba in the Marshall School PM-Globe program. Supervised students on projects about companies and industries in China, South Korea, Japan, and Mexico/Cuba.

Organized and led the Marshall School PRIME Program on Chile and Brazil. Developed relationships with Chilean and Brazilian business people and country experts. Brought speakers to campus to talk about Chile and Brazil. Developed and co-led field study trips to Chile and Brazil to visit businesses in a variety of important industries and meet with senior managers. Supervised students on projects about companies and industries in Chile and Brazil.

Organized and led the Marshall School LINC Program on Taiwan. Developed relationships with Taiwanese business people and country experts. Brought speakers to campus to talk about Taiwan and China. Developed and co-led a field study trip to Taiwan to visit businesses in a variety of important industries and meet with senior managers. Organized

field learning exercises in Taiwan, including a case competition with students at NTU, a leading Taiwanese university.

Organized and led the Marshall School ABAC (APEC Business Advisory Council) MBA Research Program. Supervised MBA students on research projects related to business, trade, and investment issues in Pacific Rim countries. Developed relationships for the Marshall School with business executives and government officials in many Pacific Rim countries. Led the ABAC research team to Thailand, Chile, and the Philippines to present the team's research findings to high-level executives from 21 Pacific Rim countries at ABAC meetings.

Advised and Judged Case Competition Teams at both the Undergraduate and MBA Levels. Advised teams of undergraduate and MBA students for many different case competitions, both in the U.S. and abroad. Teams I advised became finalists in a number of competitions. Judged case competitions at USC.

Attended movie industry conferences, in particular the American Film Market and US-China Film Summit. Attended the annual USC IBEAR Asia Pacific Business Outlook Conference. Attended various Marketing Conferences, such as a conference on branding sponsored by USC and the Society for Consumer Psychology. Attended faculty development programs at USC IBEAR on Doing Business in China, Japan, Brazil, and Mexico. Attended a Consortium for Marketing Professors at the American Marketing Association.

UNIVERSITY OF CALIFORNIA, IRVINE, GRADUATE SCHOOL OF MANAGEMENT, Irvine, CA.
Lecturer in Strategy and International Business, September, 1996 – July, 1997

Taught MBA courses on Business Strategy (a required capstone course), Global Competition and Strategy, and Strategic Decision Marking.

Taught diverse types of business students in the following University of California, Irvine, Graduate School of Management programs: a) the Full-Time MBA program geared toward full time students with a few years of prior managerial experience, b) the Fully-Employed MBA program geared toward mid-level managers who work and attend school at night and on weekends, c) the Executive MBA program geared toward higher-level managers who work and attend school at night and on weekends, and d) the Health Care Executive MBA program geared toward physicians and other health care professionals who attend classes on weekends. Taught classes consisting of students from a wide variety of countries. Taught courses utilizing a variety of teaching methods including lectures, case discussions, computer-based exercises, team-based exercises, and field projects.

UCLA ANDERSON GRADUATE SCHOOL OF MANAGEMENT, Los Angeles, CA.
Lecturer in Marketing, Strategy and Organization, and International Business,
July, 1989 - September, 1995 & June, 1996 - September, 1996
Research Scholar, September, 1995 - June, 1996

Taught MBA courses on Product Management and New Product Development, Marketing Research, Global Marketing Management, Marketing Strategy, and the Management of Organizations (a required capstone course). Taught a Global Business Consulting course (a required final year course in the Fully-Employed MBA program). Supervised over a hundred MBA student teams on Field Study Consulting Projects in a variety of industries. Participated in planning and leading international field study trips to Japan, Hong Kong, Germany, Belgium, Austria, and Mexico. Participated in planning and leading orientation week for incoming MBA students.

Taught diverse types of business students in the following UCLA Anderson School programs: a) the Full-Time MBA program geared toward full time students with a few years of prior managerial experience, b) the Fully-Employed MBA program geared toward mid-level managers who work and attend school at the same time, and c) the Summer Session program consisting of students from the previous two programs as well as students from other schools in the United States, Europe, and Asia. Taught classes consisting of students from a wide variety of countries. Taught courses utilizing a variety of teaching methods including lectures, case discussions, computer-based exercises, computer simulations, team-based exercises, and field projects.

Attended numerous international business faculty development programs including the University of Southern California program on Doing Business in Southeast Asia, the Academy of Management Junior Faculty Workshop on International Business, and a UCLA tour of businesses in Japan.

Conducted research in the following areas: a) the relationships among strategic flexibility, marketing resources and capabilities, and competitive advantage, and b) managerial decision making in rapidly changing, uncertain, and complex environments.

DECISION STRATEGIES, Los Angeles, CA.
Consultant to management and organizations, July, 1985 - July, 1989.
Provided consulting services in the areas of marketing, strategy, and organization. Focused on improving the competitive position of companies in rapidly changing industries through the effective management of innovation. Clients included large corporations in the computer hardware and software, office equipment, telecommunications, transportation, aerospace, petrochemical, paper, and professional services industries.

CALIFORNIA SCHOOL OF PROFESSIONAL PSYCHOLOGY, Los Angeles, CA.
Adjunct Assistant Professor in Organizational Psychology and Research Methodology, April, 1986 - July, 1989.
Taught Ph.D. level courses on Research Methods and Data Analysis. Supervised students on Doctoral Dissertations.

TEACHING EXPERIENCE:

GLOBAL MARKETING MANAGEMENT, USC.
Taught a course on global marketing for undergraduate students with interests in international business. Lectures, case discussions, and group projects.

GLOBAL MARKETING, USC and UCLA.
Taught a course on global marketing for MBA and MS Marketing students with interests in international business. Case discussions, lectures, and a field project.

MARKETING MANAGEMENT IN THE GLOBAL CONTEXT, USC.
Taught the required core course on marketing for IBEAR MBA students. Case discussions, lectures, qualitative and quantitative analyses, and a field project.

MARKETING STRATEGY, USC and UCLA.
Taught an integrative course on marketing strategy for MBA students. Case discussions, lectures, and MARKSTRAT simulation.

MARKETING ANALYSIS AND STRATEGY, USC.
Taught an integrative course on marketing analysis and strategy for undergraduate business students. Case discussions, lectures, and MARKSTRAT simulation.

CONSUMER BEHAVIOR, USC.
Taught a course on consumer behavior and marketing for MBA and MS Marketing students. Lectures, case discussions, exercises, and field projects.

CONSUMER BEHAVIOR AND MARKETING, USC.
Taught a course on consumer behavior and marketing for undergraduate students. Lectures, case discussions, exercises, and a field project.

GLOBAL ENTERTAINMEMNT MARKETING, USC.
Taught a course on global entertainment marketing for MBA and MS Marketing students with interests in entertainment businesses. Case discussions, lectures, and a field project.

NEW PRODUCT DEVELOPMENT, USC.
Taught a course for MBA students on new product development and the marketing of innovations. Case discussions, computer exercises, team-based exercises, lectures, and a field project.

NEW PRODUCT DEVELOPMENT AND BRANDING, USC and UCLA.
Taught a course for MBA students on new product development and branding. Case discussions, computer exercises, team-based exercises, lectures, and a field project.

MARKETING STRATEGIES IN HIGH-TECHNOLOGY MARKETS, USC.
Taught a course on high-technology marketing for MBA students with interests in high-technology industries and the marketing of innovations. Case discussions, lectures, and a field project.

MARKETING RESEARCH, USC and UCLA.
Taught a course for MBA students on research methods in marketing, focusing on the development, analysis, and interpretation of market research studies. Lectures, case discussions, and a field project.

BUSINESS MARKETING MANAGEMENT, USC.
Taught a course on business-to-business marketing for undergraduate business students. Lectures, case discussions, and field projects.

INDEPENDENT STUDIES, FIELD PROJECTS, AND INTERNSHIPS, USC.
Supervised independent study projects, field projects, and internships in marketing for MBA students. Students completed independent study projects on important issues in marketing and internships for companies in a wide variety of industries. Students completed an international field research project for the APEC Business Advisory Council. Students completed field research projects for social impact organizations and businesses in South Africa.

INTERNATIONAL BUSINESS CLASS, FOCUS ON ITALY AND THE GLOBAL FASHION INDUSTRY, TIE PROGRAM, USC.
Participated in developing and teaching a class on International Business for undergraduate freshmen. Developing modules on strategy, the value chain, and the global competitiveness of countries. Applied these frameworks to studying the value chain of the global fashion industry, the strategies of Italian fashion companies, and the national competitiveness of Italy in the global fashion industry. Participated in leading a field study trip to Italy to study the fashion industry in that country as part of the course. Arranged visits to a wide variety of fashion companies in Italy in various areas of the fashion industry value chain, such as Zegna's fabric production plant, Baruffa's yarn production plant, Roberto Cavalli's design studios and production center, GUESS's design studios and marketing offices, Ketchum's marketing and public relations practice in the fashion industry, wholesale fashion showrooms in Milan, La Rinascente department store, a variety of fashion retail stores in Milan, and the Pitti Immagine fashion trade show.

INTERNATIONAL BUSINESS CLASS, FOCUS ON TAIWAN, LINC PROGRAM, USC.
Participated in developing and teaching a class on International Business for undergraduate freshmen. Focused on developing modules on the business environment in Taiwan. Participated in leading a field study trip to Taiwan as part of the course.

INTERNATIONAL BUSINESS CLASS, FOCUS ON CHILE AND BRAZIL, PRIME PROGRAM, USC.
Participated in developing and teaching a core course on International Business for MBA students. Focused on developing a module on the business environment in Chile and Brazil.

Participated in leading a field study trip to Chile and Brazil as part of the course. Advised students on research projects on different aspects of the Chilean and Brazilian business environment. Arranged visits to companies in a wide variety of industries, including Coca-Cola Chile, Nestle Chile, AFP Provida, Banco Santander, Ambrosoli, Codelco, Vina Concha y Toro, CMPC, CTC Telefonica, Entel, Sonda, D&S Distribution/Lider, Delta Airlines Reservations Center for Latin America, the Santiago Stock Exchange, Itautec, Motorola, and Bunge.

INTERNATIONAL BUSINESS CLASS, FOCUS ON CHINA, CHINA/SOUTH KOREA, JAPAN, AND MEXICO/CUBA, PM-GLOBE PROGRAM, USC.
Participated in developing and teaching a core course on International Business for MBA students. Focused on developing modules on the business environment in China, South Korea, Japan, Mexico, and Cuba. Participated in leading field study trips to Shanghai, China, Beijing, China, Seoul, South Korea, Tokyo, Japan, Mexico City, Mexico, and Havana, Cuba as part of the course. Advised students on research projects on different aspects of the Chinese, South Korean, Japanese, Mexican, and Cuban business environments.

INTERNATIONAL BUSINESS CONSULTING CLASS, IBEAR PROGRAM, USC.
Participated in teaching a core course on International Business Consulting for MBA students. Supervised students on consulting projects for companies in a variety of industries, including computer peripherals, financial services, luxury accessories, and packaged foods. Projects focused on strategies for entering, doing business, or marketing products or services in other countries, including Brazil, Japan, China, Hong Kong, Taiwan, Korea, Singapore, Malaysia, Thailand, Belgium, Germany, Italy, Spain, and Australia. Client companies included Intel, Rich Foods, Parsons, Pacific Life, Murphy Investments, Lockheed-Martin, Nippon Donaldson, AM/PM, Aquamaxx, DESCO, Avery-Dennison, and Spalding.

APEC BUINESS ADVISORY COUNCIL (ABAC) INTERNATIONAL BUSINESS RESEARCH CLASS, USC.
Participated in developing and teaching a class for MBA students that researched trade, investment, and business issues in Pacific Rim countries. Taught students how to conduct and analyze interview and questionnaire studies. Supervised students on preparing research reports and presentations. Led the students on trips to Thailand, Chile, and the Philippines to present the results of the research to high-level business executives from 21 Pacific Rim countries.

BUSINESS STRATEGY, University of California, Irvine.
Taught the required capstone course on business strategy for MBA students. Case discussions, lectures, computer exercises, and a team project.

STRATEGIC DECISION MAKING, University of California, Irvine.
Taught a course on strategic decision making for MBA students. Introduced qualitative and quantitative tools for assisting and improving managerial decision making. Emphasized the role of information technology in improving the making of complex strategic decisions. Case discussions, computer exercises, team-based exercises, lectures, and a field project.

GLOBAL COMPETITION AND STRATEGY, University of California, Irvine.
Taught a final year course on global competition and strategy for MBA students. Case discussions, lectures, and a team project.

GLOBAL BUSINESS CONSULTING, UCLA
Taught a required final year course for fully-employed MBA students, involving a set of consulting projects for international companies. Advised students on assessing company problems and opportunities, formulating strategic marketing questions, identifying appropriate research methods, carrying out studies relevant to the marketing questions, analyzing complex data, and developing marketing recommendations and implementation plans in the context of a global business. Provided guidance on the written and oral presentation of results and recommendations to clients. Major goal of the course was to teach students about conducting business internationally. Participated in planning and leading international field study trips to Hong Kong, Germany, Belgium, Austria, and Mexico.
Participated in planning an international field study trip to Venezuela and Chile. Arranged for industry participants, consultants, and other experts from around the world to speak to the class.

Companies and industries studied were:

Regent International Hotels, Hong Kong (1991)
Examined the Worldwide Luxury Hotel Industry.
International Technology, USA (1992)
Examined the Environmental Services Industry in Europe.
AVL, Austria (1993)
Examined the Worldwide Medical Equipment Industry.
Alfa Corporation, Mexico (1994)
Examined the Home Furnishings Industry in Latin America.
Examined the Frozen Food Industry in North America.
Examined the Worldwide Chemical and Steel Industries.

FIELD STUDY CONSULTING PROJECTS, UCLA.
Supervised groups of second year MBA students on field study consulting projects to businesses in the areas of marketing, strategy, and international management. Served as primary advisor on over 55 projects and technical advisor on over 45 projects. Clients were both domestic and international companies in a variety of industries. More than half of the projects were in high-tech (computer hardware and software, telecommunications, and electronics), entertainment and leisure, or consumer packaged goods businesses. Other industries studied included retailing, health care, financial services, automobile, aerospace, transportation, real estate, consulting, and clothing. Research methods included customer surveys, focus groups, in-depth interviews, industry participant surveys, and secondary literature searches. Many of the projects focused on evaluating customer needs in order to develop new products and marketing plans or improve existing products and marketing programs. Participated in planning and leading an international field study trip to Japan. Participated in planning international field study trips to Hong Kong and the Czech Republic.

Client companies for these projects included Philips, Kodak, Epson, Toshiba, Air Touch, MTV, Warner Bros., Disney, KMEX, L. A. Lakers, L. A. Kings, CA Angels, L. A. Chamber Orchestra, Mammoth Mountain, Taco Bell, Chart House, Windstar Cruises, Princess Cruises, Knudsen, Hunt-Wesson, Dreyer's, Morinaga, Trader Joe's, Takashimaya, Parke-Davis Pharmaceuticals, First Interstate Bank, J. P. Morgan, Transamerica Occidental Life, Ford, Hayes Wheels, Teledyne, McDonnell Douglas, Hawaiian Airlines, Seeley Co., and numerous other large, medium, and small firms.

Field Study teams I supervised won awards or honorable mentions for best field study projects in 1990, 1991, and 1994, as follows:

Deloitte and Touche Field Study Award Honorable Mentions, 1994
- Marketing and Strategy Study for Splurge Foods.
- Marketing and Strategy Study for F.D. Titus and Son.

McKinsey Field Study Award Winner, 1991
- Marketing and Strategy Study for Knudsen Dairies.

Sedgwick Field Study Award Winner, 1991
- Marketing and Strategy Study for Pactel.

Sedgwick Field Study Award Honorable Mentions, 1990
- Strategy Study for Souplantation.
- Marketing and Strategy Study for Toshiba.

MANAGEMENT OF ORGANIZATIONS, UCLA.
Taught the required capstone course on the management of organizations for MBA students. Case discussions and lectures.

INTERNSHIP SUPERVISION, UCLA
Supervised individual MBA students on internships in a wide variety of industries.

MBA ORIENTATION, UCLA
Assisted in planning and leading the one week orientation program for incoming MBA students. Experiential exercises, group discussions, and lectures.

DATA ANALYSIS AND STATISTICS, California School of Professional Psychology.
Taught a required set of courses for organizational psychology doctoral students. Lectures, discussions, and computer exercises.

RESEARCH METHODS, California School of Professional Psychology.
Taught a required set of courses for psychology doctoral students. Lectures, discussions, and a field project.

DOCTORAL DISSERTATION SUPERVISION, California School of Professional Psychology.
Supervised students on doctoral dissertations in the areas of organizational behavior and managerial psychology.

RESEARCH EXPERIENCE:

GLOBAL MARKETING AND STANDARDIZATION VERSUS LOCALIZATION DECISIONS

Conducted applied, case study research on the marketing strategies and tactics that international companies use in various parts of the world. Examined how decisions are made about which aspects of marketing to globalize/standardize and which aspects to localize. Assessed the role of organizational culture, design, and systems in implementing a global strategy. Studied the National Basketball Association's (NBA's) marketing and expansion strategies in China and internationally. Studied Costco's marketing and expansion strategies in its international markets and analyzed the extent of globalization versus localization in its marketing approaches. Studied Procter and Gamble's marketing of consumer packaged goods in China, Mexico, Japan, Southeast Asia, and the United States. Interviewed P&G brand mangers in China, Mexico, Japan, and the United States. Studied Disney's opening and marketing of Hong Kong Disneyland. These studies resulted in four case studies, one on one on the NBA's marketing strategy in China, one on Costco's international marketing and expansion strategies, one on Procter and Gamble's international marketing strategy in China, Mexico, and one on the marketing strategy of Hong Kong Disneyland.

LEVELS OF BRAND MEANING, THE DEVELOPMENT OF BRAND MEANING OVER TIME, AND BRAND STRENGTH

Conducted applied, case study research on the various levels of brand meaning associated with a brand and how these brand meanings develop over time. Examined the roles of a company and its customers in shaping brand meaning. Assessed how far a brand's meaning can be stretched. Evaluated the impact of brand meaning on the strength of a brand and its ability to remain strong in the face of market changes. Studied the history of branding and brand building efforts at both Nike and Reebok, using interviews with industry players and experts as well as secondary research sources. This study resulted in a case study on Brand Development at Nike and Reebok.

THE INFLUENCE OF THE TECHNOLOGICAL, INFRASTRUCTURE, AND REGULATORY ENVIRONMENT ON INTERNATIONAL BUSINESS DECISIONS

Conducted a series of applied research studies for the APEC (Asia-Pacific Economic Cooperation Forum) Business Advisory Council. Supervised four teams of MBA students (each with thirteen students) in studying various aspects of the business environment among Pacific Rim countries and the impacts on business decisions. The first study focused on the kinds of information about Pacific Rim countries available online and how this information is used in international business decisions. The second study focused on the development of E-Commerce in Pacific Rim countries and the impacts on business. The third study focused on marine ports in Pacific Rim countries, recent trends in policies and technologies impacting marine ports, and how these trends are impacting international business decisions. The fourth study focused on Bilateral and Regional Free Trade Agreements among Pacific Rim countries and how these free trade agreements have been impacting international business decisions. Each study consisted of interviews with business managers across countries in Asia, Latin America, and North America as well as an analysis of secondary

data sources. The results of these studies were used in recommendations made to the heads of state and government officials of APEC countries.

MANAGERIAL AND MARKETING DECISION MAKING IN RAPIDLY CHANGING, UNCERTAIN, AND COMPLEX ENVIRONMENTS

Conducted research on ways of making effective managerial and marketing decisions in turbulent and complex environments. Studied the relationships between strategic flexibility and scanning, problem solving, and decision making capabilities. Examined the role of information technology in promoting effective decision making in these types of environments. Assessed the challenges of making strategic marketing decisions in international business environments characterized by rapid change, uncertainty, and complexity.

MANAGEMENT OF INNOVATION

Conducted research evaluating the organizational structures, systems and processes, and cultures that foster innovation in different types of business environments. Examined the effectiveness of various organizational arrangements for monitoring the environment, formulating competitive strategies, developing and introducing new products, and changing in response to market forces.

ORGANIZATIONAL DECISION MAKING

Participated in conducting a study of organizational decision making patterns in law firms. Examined the conditions under which managers use participative versus nonparticipative decision making approaches and the effectiveness of each approach.

DECISION MAKING STRATEGIES: COSTS AND BENEFITS

Conducted a longitudinal field study examining the costs and benefits of various strategies for making decisions. Patterns of short and long term results were very different: decision making approaches that appeared effective in the long run were not the same as those that appeared effective in the short run. In general, highly rational approaches yielded higher quality long term consequences. Developed scales to assess decision making strategies and outcomes.

PROBLEM SOLVING

Conducted studies examining the use of analytical versus synthetic pattern matching approaches in problem solving. Investigated the conditions under which each approach is used and the effects of the problem solving strategy on performance. Conducted studies on the roles of learning, memory organization, and causal reasoning in problem solving.

MOTIVATION AND PERFORMANCE

Conducted studies examining the degree to which people are motivated to perform well in challenging situations. Investigated the effects of environmental variables, personality characteristics, and outcome expectancies on the strength of this motivation.

CONSULTING EXPERIENCE:

MARKETING SKILLS AND MARKETING PLANNING
Developed and taught an executive training program on Marketing Skills and Marketing Planning for a group of executives from a major Vietnamese Petroleum Company.

MARKETING STRATEGY
Conducted an evaluation of distribution alternatives for a multinational telecommunications equipment manufacturer. Examined the company's strengths and weaknesses, industry trends, and competitors' strategies. Surveyed members of the company's current distribution network. Developed a distribution strategy for the firm.

MARKETING RESEARCH AND STRATEGY
Evaluated the uses of marketing research information for strategic planning purposes at a major motor vehicle manufacturer. Conducted studies of market characteristics in the computer, insurance, and consulting industries. Examined trends across international markets.

TOTAL QUALITY MANAGEMENT AND MARKET RESPONSIVENESS
Assisted a Fortune 500 computer company in developing a total quality management program designed to make the company more responsive to customer needs and requirements. Assisted managers in developing measurement and reporting systems for monitoring performance on customer responsiveness criteria.

MANAGEMENT OF INNOVATION
Conducted a study of a Fortune 100 high technology company looking at the ways in which innovations are managed and how the organization learns from its innovative efforts. Examined organizational, strategic, and marketing factors that provide barriers to innovation. Recommended ways of improving the management of innovation within the corporation.

RESEARCH METHODS AND STATISTICS
Provided research methods and statistical consulting services to large corporations, management consulting firms, and universities. Designed and analyzed surveys. Conducted market research studies, organizational assessments, and program evaluations.

ORGANIZATION CHANGE AND DEVELOPMENT
Assisted groups of managers in entrepreneurial companies to make more effective organization, strategic planning, and marketing decisions. Assisted Fortune 500 companies to develop participative management programs.

ORGANIZATIONAL DIAGNOSIS
Conducted assessments of large and small organizations using interview, focus group, survey, and observational methods. Areas diagnosed included organizational structure, processes, culture, and decision making.

ORGANIZATIONAL DESIGN
Assisted in the development of an organizational structure for an interdisciplinary research center at a major university medical center.

STRATEGIC PLANNING MODELS
Conducted an evaluation of a municipal transportation agency. Formulated recommendations for expansion of services, based on the results of linear programming.

MANAGEMENT TRAINING
Conducted training workshops on managerial decision making, measurement and statistics, participative management, and managerial effectiveness for large corporations and governmental agencies.

CONSULTING CLIENTS:

Clients included VietsovPetro, Xerox, Tandem Computers, Toshiba America, Digital Equipment Co., Data Resources, Inc. (DRI/McGraw-Hill), Lockheed, Navistar, Monsanto, James River, International Paper, Southern California Rapid Transit District, Los Angeles County, Department of Water and Power, Greater New Haven Medical Transportation System, UCLA Medical Center, Loyola Marymount University, National Safety Council, Ziff-Davis, and numerous small, entrepreneurial businesses.

PROFESSIONAL AFFILIATIONS:

American Marketing Association.
Academy of International Business.
Association for Consumer Research.
Society of Consumer Psychology.

PUBLICATIONS, CASE STUDIES, AND PROFESSIONAL PRESENTATIONS:

Schorr, D. (2013, September). GE Aviation: "Friending" Devices Across the Airline Industry Value Chain -- Teaching Note. Wrote a teaching note for a case study prepared by managers at GE, for use in Marketing and Strategy classes.

He, Lifang, and Schorr, D. (2011, February). The National Basketball Association in China: Life After Yao. Co-wrote a case study for use in Global and International Marketing and Business classes.

Schorr, D. (2009, September). Costco: The Globalization of an American Retailer. Wrote a case study for use in Global and International Marketing and Business classes.

Cheung, K., and Schorr, D. (2006, December). Hong Kong Disneyland: Mickey's First Home in the Land of China. Supervised the writing of a case study for use in classes at the Marshall School of Business, University of Southern California.

Brandman, J. and Schorr, D. (2005, August). The Heart and Sole of Athletic Footware: Reebok Takes on Nike. Supervised the writing of a case study and case teaching note for use in classes at the Marshall School of Business, University of Southern California.

Schorr, D., and Dasu, S. (2004, November). A Perspective on Chile's Place in the Global Business Environment. El Diario Financiero (Special Edition on "Chile in the Eyes of the World," November 29, 2004). Santiago, Chile.

Schorr, D. (2003, February). Procter & Gamble: Balancing Global versus Local Concerns in the Worldwide Feminine Care Business. Wrote a case study for use in classes at the Marshall School of Business, University of Southern California.

Schorr, D. (2002, November). Building Your Brand: Creating Physician Trust Through Value-Based Marketing. Moderator for session at Frost & Sullivan Executive Conference on Marketing Innovations in the Pharmaceuticals Industry, La Jolla, CA.

Schorr, D. (1998, September). Global Branding: Myth or Reality. Moderator for session at the Organization for Women in International Trade (OWIT) Annual Conference, Long Beach, CA.

Schorr, D. (1993). Comments on dynamic change in diverse political and economic environments. In R. L. Kuhn, (Ed.), Generating Creativity and Innovation in Large Bureaucracies. Westport, CT: Quorum Books.

Schorr, D. (1990, August). Changing roles and power structures of large-scale bureaucracies in diverse political and economic environments. Discussant for session of the Fourth International Conference on Creative and Innovative Management, UCLA, Los Angeles, CA.

Schorr, D. (1986, April). Strategies for Making Effective Decisions Under Stress. Paper presented at the Western Psychological Association Annual Convention, Long Beach, CA.

Schorr, D. (1986, June). Choosing suitemates. Yale Alumni Magazine, pp. 47-49.

Schorr, D., & Rodin, J. (1984). Motivation to control one's environment in individuals with obsessive-compulsive, depressive, and normal personality traits. Journal of Personality and Social Psychology, 46, 1148-1161.

Schorr, D., & Rodin, J. (1982). The role of perceived control in practitioner-patient relationships. In T. A. Wills (Ed.), Basic Processes in Helping Relationships (pp. 155-186). New York: Academic Press.

Schorr, D., Bower, G. H., & Kiernan, R. (1982). Stimulus variables in the block design task. Journal of Consulting and Clinical Psychology, 50, 479-487.

Schorr, D., Balzano, G., & Smith, E. E. (1978). Selective interference between imagery and perception: Is it modality specific or relation specific? Bulletin of the Psychonomic Society, 12, 419-422.

Krause, T. R., Schorr, D., & Hidley, J. H. (1988, February). Managing safety means focusing on behavior. Paper Industry Management Association Magazine, pp. 45-48.

Kiernan, R. J., Bower, G. H., & Schorr, D. (1984). Stimulus variables in the block design task revisited: A reply to Royer. Journal of Consulting and Clinical Psychology, 52, 705-707.

Smith, E. E., Adams, N., & Schorr, D. (1978). Fact retrieval and the paradox of interference. Cognitive Psychology, 10, 438-464.

REFERENCES:

Available on request.