

November, 2021

ERICK PAULO CESAR CHANG

Office

P.O. Box 59
State University, AR 72467
Email: ErickPcChang@gmail.com
Google Scholar Profile: 1537 citations (857 since 2016)
<https://scholar.google.com/citations?user=x-bmgbYAAAAJ&hl=en>

Home

1736 N Oakwood Ave
Anaheim, CA. 92807
Mobile: (714) 624-5326

Education

Ph D in Management,
Mississippi State University, Starkville, MS May 2007

Dissertation Title: Entrepreneurship and Economic Development and Growth
in America: An Investigation at the County Level

Award: Finalist 2008 NFIB Dissertation of the year Award

Committee Members: Dr. James J. Chrisman (Chair), Dr.
Franz W. Kellermanns, Dr. Stephen Taylor, Dr. Jason Lueg,
Dr. Allison Pearson

Master in Business Administration,
Texas Christian University, Fort Worth, TX May 1997
Concentrations: Marketing and Finance

BA and Licenciatura,
Universidad Francisco Marroquin, Guatemala November 1992
Concentrations: Economics and Business Administration
Thesis: Castillos de Ilusion: Estudio de factibilidad de un programa
de TV (Castles of Illusion: A feasibility study of a TV show)

Academic Teaching Experience

5/07 - Present Arkansas State University
Neil Griffin College of Business
Department of Management and Marketing
Associate Professor, August 2013 – Present
Assistant Professor, May 2007-July 2013
Students' evaluations (Weighted average = 4.2 Range 3.59-
4.71 over 5.0)

Courses taught:

Undergraduate: Strategic Management; International Management; Entrepreneurship; Small Business Management; Family Business Management; Social Impact Management; Global Experience

Graduate: Global Strategic Initiatives; Entrepreneurship; Special Topics in Management

5/12-7/14

Universidad Francisco Marroquín, Facultad de Economía, Guatemala.

Visiting Professor [English]

Courses: Family Business and Global Strategic Initiatives
Students' evaluations: 5.0 over 5.0

8/03 – 5/07

Mississippi State University,
Department of Management and Information Systems.
Instructor

Business Policy and Strategy (Capstone): Fall 2004, Spring 2005, Fall 2006, Spring 2007

Spring 02/
Spring 03

Universidad del Istmo
Facultad de Dirección de Empresas, Guatemala.
Adjunct Professor [Spanish/English]

Courses: International Strategies for Growth and Development and Marketing Channels

8/90 – 5/91

Universidad Francisco Marroquin, Facultad de Economía, Guatemala.

Teaching Assistant of Mathematical Analysis

Journal Publications

1. Chang, E.P.C., Zare, S., & Ramadani, V. (2022) How a larger family business is different from a non-family one? *Journal of Business Research*, 139 (February), 292-302. <https://doi.org/10.1016/j.jbusres.2021.09.060>
2. Chang, E. P.C., & James, S. D. (2020). Family versus Institutional involvement in restructuring: Evidence from the. *Family Business Review*, 33 (3), 310-330 <https://journals.sagepub.com/doi/full/10.1177/0894486520934553> (1 Google Scholar citations)
3. Chang, E. P.C., & Noguera, M. C. (2016). The governance mechanisms of family-controlled REITs: A dominant founder and the retirement consequences. *Journal of Family Business Management*, 6(2), 122–142. <http://www.emeraldinsight.com/2043-6238.htm> (7 Google Scholar citations)

4. Memili, E. Chang, E. P. C., Kellermanns, F. W., & Welsh, D. (2015). Role conflicts of family members in family firm. *European Journal of Work and Organizational Psychology*, 24(1), 143–151. (53 Google Scholar citations)
5. Noguera, M.C. & Chang, E.P.C. (2014). Socio Emotional Wealth Preservation in the REIT Industry: An Exploratory Study. *International Journal of Financial Studies*, 2, 220–239. (5 Google Scholar citations)
6. Memili, E., Misra, K., Chang, E.P.C. & Chrisman, J. J.(2013). The Propensity to Use Nonfamily Managers' Incentive Compensation in Family Firms. *Journal of Family Business Management* 3(1) 62-80 –2013 Outstanding Paper (Awards of Excellence – Emerald Group Publishing. (62 Google Scholar citations)
7. Chang, E. P.C., Memili, E., & Misra, K. (2012). Expanding the Notion of Entrepreneurship Capital in American Counties: A panel data analysis 2002-07. *Journal of Developmental Entrepreneurship*, 17(3), 1–18. (7 Google Scholar citations)
8. Chang, E. P.C., Memili, E., Chrisman, J. J., & Welsh, D. (2011). What can drive successful entrepreneurial firms? An analysis of Inc. 500 companies. *Journal of Small Business Strategy*, 22(2), 1–23. (25 Google Scholar citations)
9. Memili, E. Chrisman, J. J., Chang, E. P.C., & Kellermanns, F. W. (2011). The Influence of Market Orientation and Intra-Family Succession Intentions on the Marketing Strategies of Small Firms. *Betriebswirtschaftliche Forschung Und Praxis [BFuP]*, 63 (Special Family Firm Issue), 606–627. (2 Google Scholar citations)
10. Memili, E., Chrisman, J. J., Chua, J., Chang, E. P.C., & Kellermanns, F. W. (2011). The determinants of family firm subcontracting: A transaction cost perspective. *Journal of Family Business Strategy*, 2(1), 26–33. (64 Google Scholar citations)
11. Chang, E. P.C., Chrisman, J. J., & Kellermanns, F. W. (2011). The Relationship Between Prior and Subsequent New Venture Creation in the United States: A County Level Analysis. *Journal of Business Venturing*, 26(2), 200–211. (40 Google Scholar citations)
12. Chang, E. P.C., Memili, E., Chrisman, J., Kellermanns, F. W., & Chua, J., Family Social Capital, Venture Preparedness, and Start-Up Decisions: A Study of Hispanic Entrepreneurs in New England. *Family Business Review*, 22(3), 279–292. (233 Google Scholar citations)
13. Chang, E. P.C., Chrisman, J. J., Chua, J. H., & Kellermanns, F. W.(2008). Regional Economy as a Determinant of the Prevalence of Family Firms in the United States: A Preliminary Report. *Entrepreneurship, Theory and Practice*, (32 / 3), 559–574. (114 Google Scholar citations)
14. Chrisman, J. J. Chua, J. H., Kellermanns, F. W., & Chang, E. P.C., (2007). Are Family Managers Agents or Stewards? An Exploratory Study in Privately Held Family Firms. *Journal of Business Research*, (60), 1030–1038. (545 Google Scholar citations)
15. Bergiel, E. & Chang, E.P.C. (2005) The Family Business Transition to Professional Management: An Agency Theory Perspective. *Business Research Yearbook: Global Business Perspectives*, 12, 387-91.
16. Chua, J.H, Chrisman, J.J., & Chang, E.P.C. (2004). Are Family Firms Born or Made? An Exploratory Investigation. *Family Business Review*, 17 (1), 37-54. (299 Google Scholar citations)

Books and Book Chapters

1. Ramadani, V., Memili, E., Palalic, R., & Chang, E. P.C. (2020). Entrepreneurial family businesses. Springer. <https://www.springer.com/gp/book/9783030477776> (12 Google Scholar Citations)
2. Odom, D., Chang, E. P.C., Chrisman, J. J., Sharma, P., & Steier, L. (2019). The Most Influential Family Business Articles from 2006 to 2013. In: Memili, E. & Drybell, C. (Eds.) *The Palgrave Handbook of Heterogeneity among Family Firms*: 41-67. US: Palgrave-MacMillan. (15 Google Scholar Citations)
3. Chrisman, J. J., Verbeke, A., & Chang, E.P.C. (2010). The Risky Prospects of Entrepreneurial Initiatives: Bias Duality and Bias Reversal in Established Firms. In Mazzola, P. & Kellermans, F.W. (Eds.) *Handbook on Research on Strategic Process*: 304–326. Edward Elgar Publishing Massachusetts USA. (3 Google Scholar Citations)
4. Chua, J.H, Chrisman, J.J., & Chang, E.P.C. (2009). Are Family Firms Born or Made? An Exploratory Investigation. In Astrachan, J.H., Pieper, T.M., & Jaskiewicz, P. (Eds.) *Family Business*. Edward Elgar [Reprint of the 2004 article. Considered by the editors to be one of the most influential articles published in the Family Business Literature]
5. Chang, E.P.C. (2008). *Entrepreneurship, Economic Growth and Economic Development in American Counties: Determinants, Consequences, and Implications*. VDM Verlag, Saarbruchen, Germany. ISBN 978-3-8364-7589-1. (2 Google Scholar Citations)
6. Chang, E. P.C., Chrisman, J. J., Chua, J. H. & Kellermanns, F. W. 2008. Regional determinants of family business in the U.S. In Gupta, V., Levenburg, N., Moore, L., Motwani, J. & Schwarz, T., (Eds.) *Family Business Models Around the World Compendium*, 113-133, ICFAI University Press.
7. Chang, E.P.C., Kellermanns, F.W. & Chrisman, J.J. (2007). From Intentions to Venture Creation: Planned Entrepreneurial Behavior among Hispanics in the U.S. In Rice, M.P. and Habbershon, T.G. (Eds.) *Entrepreneurship: The engine of growth*: 119-146. Vol. 3 – Place. Westport, Connecticut: Praeger Perspectives. (15 Google Scholar Citations)

Work in Progress

1. Chang, E.P.C. What fiction can teach family businesses. Proposal for Pivot to appear in Palgrave Studies in Family Business Heterogeneity
2. James, S. & Chang, E.P.C. Corporate governance practices in the largest family businesses. Data collection process.

Proceedings, Conference Paper Presentations, and Speaking events

1. James, S. D. & Chang, E.P.C. (2017). Family versus Institutional Involvement in Restructuring: Preliminary evidence from the Communications Equipment Industry. Strategic Management Society Conference - Houston

2. Chang, E. P. C & James, S. D., (2016). Family versus Institutional Involvement in Restructuring: Preliminary evidence from the Communications Equipment Industry. Theories of Family Enterprise Conference. Alberta Canada: University of Alberta, Mississippi State University.
3. Chang, E.P.C. (2014). A commentary to Nurture or Groom: The Succession Dilemma. Theories of Family Enterprise. Alberta, Canada: University of Alberta. May/
4. Chang, E.P.C. (2014). Teaching abroad. Professional Development Series. A-State College of Business. April.
5. Chang, E.P.C. (2014). Calling Entrepreneurs. Honors Day 2014. A-State Honors College. March
6. Chang, E.P.C. (2013). The challenge of being different. Global Teaching Conference. Jonesboro, AR: ASU - ITTC. March
7. Chang, E.P.C. & Cocchiara, F. (2012). Distinguishing the "Legitimate" from the "Illegitimate" in US Business Education. Academy of Management Meeting. Boston, MA: Academy of Management. August
8. Chang, E.P.C. (2012). Strategy: five forces model, five elements of strategy, and blue ocean strategy. Global Management and Entrepreneurship. Guatemala: Francisco Marroquin University. March
9. Memili, E., Misra, K., Chang, E.P.C. & Chrisman, J. J. (2011). The propensity to use non family managers incentive compensation in family firms. Academy of Management Meeting. San Antonio, TX: Academy of Management. August
10. Chang, E. P.C., Memili, E., & Misra, K. (2011). Exploring the entrepreneurship capital of American counties: A panel data analysis. Academy of Management Meeting. San Antonio, TX: Academy of Management. August
11. Chang, E.P.C., Chrisman, J.J. & Memili, E. (2010) Does Innovation matter to achieve entrepreneurial success? *Proceedings of the USASBE conference, Nashville, TN.*
12. Memili, E., Chrisman, J.J., Chang, E.P.C. & Lueg, J. (2009) The Influence of Market Orientation and Intra-Family Succession Intentions on the Marketing Strategies of Small Firms. *Proceedings of the Southern Management Association Meeting.*
13. Chang, E.P.C. (2009). Before an M there was an F: Evidence of the Inc 500. A commentary to "There is not place like home..." by Jennings and Palmer. Theories of Family Research Conference. Boston, MA: North Eastern University. May
14. Memili, E., Chrisman, J. J., Chua, J. H., Kellermanns, F. W., & Chang, E. P. C. (2009). The link between transaction cost factors and family firms' efficient boundaries. Paper presented at Family Enterprise Research Conference 2009, Winnipeg, Canada.
15. Memili, E., Chang, E. P. C., & Kellermanns, F. W. (2009). The determinants of role conflict In family firms: A stewardship theory perspective. Paper presented at the International Family Enterprise Research Academy [IFERA] meeting, Limassol, Cyprus.
16. Memili, E. & Chang, E.P.C. (2009). The role conflicts of family members in family firms. *Proceedings of the USASBE conference, Anaheim, CA.*
17. Memili, E., Chrisman, J., Kellermanns, F. W., & Chang, E.P.C. (2009). The determinants of family firm subcontracting: A transaction cost perspective. *Proceedings of the USASBE conference, Anaheim, CA.*

18. Chang, E.P.C. (2008). Organizational Learning: A complex situation for Family Firms *Proceedings of the 51st Midwest Academy of Management Meeting, St Louis, MO.*
19. Chang, E.P.C. (2008) Corporate Venturing: Why We Have Conflicts, How Top Management Deals with Them, and What Are the Consequences? *Proceedings of the 51st Midwest Academy of Management Meeting, St Louis, MO.*
20. Chang, E. P.C., Chrisman, J. J. & Kellermanns, F. (2008). The Relationship Between Prior and Subsequent New Venture Creation in the United States: A County Level Analysis. *Proceedings of Rencontres de St-Gall, St. Gallen, Switzerland, September.*
21. Chang, E.P.C. (2008). Marketing & Entrepreneurship: The Global Challenges for the Family Firm. Key note speaker at Marketing Global Conference. Universidad del Istmo, Guatemala, September.
22. Chang, E.P.C. (2008). Entrepreneurship as the Engine of Economic Development and Growth in America: Some preliminary results at the county level. Paper presented at the Academy of Management Meeting, Anaheim, CA. August.
23. Chang, E.P.C., Memili, E., & Chrisman, J.J. (2008). Venture preparation and business creation: does family help? A report of Hispanics in the U.S. Paper presented at the Academy of Management Meeting, Anaheim, CA. August.
24. Chang, E.P.C. & Chrisman, J.J. (2008). New venture creation in America 1995-2005: An exploratory investigation. Paper presented at the Academy of Management Meeting, Anaheim, CA. August.
25. Memili, E., Chang, E. P. C., Chrisman, J., & Kellermanns, F. W. (2008). The role of family support on the process of venture preparation and business creation. Paper presented at the Family Capital, Family Business and Free Enterprise Conference, Minneapolis, Minnesota. April.
26. Chang, E.P.C. Chrisman, J.J., & Kellermanns, F.W. (2007). The Determinants of Entrepreneurship in U.S. counties. *Proceedings of the Southern Management Association Meeting, Nashville.*
27. Chrisman, J.J., Chua, J.H., Kellermanns, F.W. & Chang, E.P.C. (2006). Are Family Managers Agents or Stewards? An Exploratory Study in Privately Held Family Firms. Paper presented at the Family Enterprise Research Conference, Niagara Falls, Canada. November.
28. Chang, E.P.C. (2005). An Investigation about the Entrepreneurial Intentions of Hispanics in the United States. Paper presented at the Academy of Management Meeting, Honolulu, HI. August.
29. Chang, E.P.C., Chrisman, J.J., & Chua, J.H. (2005). Regional Determinants of the incidence of Family Firms in the United States: A Preliminary Report. Paper presented at the Academy of Management Meeting, Honolulu, HI. August
30. Chrisman, J.J., Chang, E.P.C., & Verbeke, A. (2005). Corporate Venturing and Strategic Renewal from the Perspective of Prospect Theory. *Proceedings of the 19th USASBE Conference, Indian Wells, CA.*
31. Bergiel, E. & Chang, E.P.C. (2005). The Family Business Transition to Professional Management: An Agency Theory Perspective. Paper presented at the International Academy of Business Disciplines Conference, Pittsburgh, PA, April.

32. Chang, E.P.C. (2004). Strategies for Organizational Decline: The Role of Innovation, Exploration and Exploitation. *Proceedings of the Eastern Academy of Management, Providence, RI.*
33. Chang, E.P.C. & Zhou, L. (2004) Vertical Integration, Demand Uncertainty, and SMMEs' performance: Examining Small and Medium Sized Manufacturing Enterprises. *Proceedings of the Midwest Academy of Management, Minneapolis, MN.*

Academic Professional Activities

Co-Editor	Palgrave Studies in Family Business Heterogeneity, Palgrave-McMillan (since 2019) https://link.springer.com/bookseries/16464 First book of series published Fall 2021
Editorial Board Member	Family Business Review (since 2012) Journal of Family Business Strategy (since 2014) Journal of Business Disciplines (2009) IFERA Conference, Germany, June 2007 The MBA Advisor, 95-96
Ad-hoc Reviewer	Journal of Business Venturing Entrepreneurship, Theory & Practice Family Business Review Journal of Family Business Strategy Journal of Business Research European Journal of Work and Organizational Psychology Journal of Managerial Psychology Canadian Journal of Administrative Sciences European Management Journal Small Business Economics Dissertation Award in Family Business, Family Firm Institute USASBE Meeting International Academy of Business Disciplines Southern Management Association Meetings Midwest Academy of Management Meeting (2008) Academy of Management Meeting, (2004-2006) divisions of Entrepreneurship, BPS and International Management
Consortia	New Faculty Consortium, Southern Management Association Meeting, Nashville, 2007 Doctoral Consortium, Entrepreneurship Division, Academy of Management Meeting, Atlanta, 2006

New Doctoral Student Consortium, Academy of
Management Meeting, New Orleans, August 2004
Eastern Academy of Management, April 2004

University and Community Service Activities

1. Hispanic Community Services, Inc. Jonesboro, AR. Volunteer in fund raising activities (since 2008) and Board Member (2008-10)
2. Faculty in Residence – Honors College (2014-19)
3. Organizer of ASU COB Business Plan competition (2009-2018)
4. Chair, ASU-COB Entrepreneurship and Family Business Studies (2009-2018)
5. Faculty advisor Governor's cup Business Plan Competition (2008-18): winning advisor for 6 Governor's cups
6. University Committees: Faculty Honors Council; Technology
7. College Committee member: Graduate Knowledge Assessment; Honors & Scholarships; International Business and Exchange Opportunities; Nancy Everett Entrepreneurship Scholarship; Grievance
8. Department Committee member: Management search; Entrepreneurship Minor; Website; Honors & Student Scholarship Selection; Library; Promotion; Grievance
9. Participation in Select a major Fairs, Honors orientation, and recruiting activities

Member Academy of Management (2003-14)
 Southern Management Association (2006-10)
 USASBE (2004-14)
 Vice President, MSU Graduate Student Association, 2005-06
 President MBA Association, TCU-Neeley, 96-97
 Vice President AIESEC Guatemala, 1990-91

Honors

The Triple Crown for Service and Advising	2016
• C. Sam Walls Award for Entrepreneurship Educator of the Year, Arkansas Capital	
• Excellence in Service Award, Arkansas State University	
• Excellence in Service Award, College of Business	
Outstanding Paper (Awards of Excellence) Emerald Group Publishing.	2013
Excellence in Research Award, College of Business	2010
Hispanic Achiever of the Year Award Hispanic Community Services, Inc.	2009
Outstanding Reviewer Family Business, USASBE	2009

Finalist 2008 NFIB Dissertation of the year Award	2008
The Triple Crown of Mississippi State U. PhD Research	2007
• MSU Research Assistant of the Year (Doctoral Level) Award	
• COBI Outstanding Doctoral Student Researcher Award	
• COBI Outstanding Faculty-Doctoral Student Collaboration Research Award	
Fulbright Scholar	1995 – 1997
Alpha Mu Alpha - American Marketing Association	1997
Pi Beta Delta - Society for International Scholars	1997
TCU-Neeley Dean's List	Fall 1995
Director's Award, CESL University of Arizona	Spring 1995

Trade Publications in Spanish

Diario Siglo XXI, Guatemala	Weekly op-editorial column in Pulso Economico (Business section): 75 full-page articles and over 250 columns in several business, financial and economics topics (00-08)
Semanario Moneda, Guatemala	99 full-page articles-editorials from 10/99 to 12/01 in financial and economics topics
Revista Gerencia, Guatemala	25 articles from 08/92 to 05/95 in several business, management and special features
Diario Prensa Libre, Guatemala	8 full-page articles during 1991

Corporate Experience

06/16 – present	SanitPharma – Guatemala, minority owner
06/00 – 06/02	Ferrovias Guatemala: Chief Planner and Financial Officer
08/97 – 02/02	Capitales e Inversiones, Guatemala: Senior Divisional Manager of Corporate Finance and Investment Banking Operations

10/96 – 12/96	Harris Methodist, Ft. Worth, TX: International Ops. Intern
05/96 – 08/96	Star Telegram (Disney), Ft. Worth, TX: New Media Intern
08/93 – 04/94	Tabacalera Nacional (BAT), Guatemala: Trade Marketing Trainee
03/91 – 11/92	Television 27, Guatemala: TV Producer

Consulting Experience

11/07- 06/08	Railroad Development Corporation
10/01 - 02/02	Hotel Melia Las Americas, Guatemala: Financial Restructure
04/00 – 06/00	Ferrovias Guatemala: Financial Restructure and Case Study for Phase II of Service Restoration to Mexico's border

Other relevant education

1. PhD studies in International Business, University of Texas at Dallas, Fall 02
2. Seminar in Investment Banking, New York Institute of Finance, September 98
3. Seminar in Corporate Valuation, Mexico, D.F., September 97
4. English as a Second Language, University of Arizona, Spring-summer, 95

Other Presentations

1. Transitional Leadership. Workshop given to mid-level managers of Ingenio Magdalena, Guatemala, June 25-26, 03
2. Survival and Growth. Presentation given to local governmental mid-level supervisors, Guatemala, February 27, 03
3. Sponsored Pension Funds. Presentation given to members of the Guatemalan Institute of CPAs, Guatemala, July, 18, 99
4. Financial Markets, Training workshop in financial markets given to Guatemalan journalists, March 19, 99
5. Radio Guest appearances in La Hora de la Chabela (Radio Universidad – Guatemala) (06/19); Hablando Claro (Emisoras Unidas – Guatemala) (09/08); and Tiro Libre (Infinita 100FM –Guatemala), a radio talk show, to discuss survival on economic crisis (02/20/02), customer service (04/15/02) and consumer protection (07/29/02)
6. Newspaper: Several quotes and opinions as a source for Diario Siglo XXI, Guatemala in several business and economics issues since 2000