

Paul N. Friga

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One Page Summary – details follow in subsequent pages

OVERVIEW Associate Professor – Kenan-Flagler Business School at UNC - Chapel Hill.

- **Research**

- Research interests: Knowledge transfer, entrepreneurship, education, and decision making
- 2 books - *The McKinsey Engagement* and *The McKinsey Mind* – both published by McGraw-Hill
- 5 articles in *Academy of Management Learning and Education*, *Entrepreneurship Theory and Practice*, *Frontiers of Entrepreneurial Research*, and *Research · Technology Management* (2)
- 2 book chapters in *Entrepreneurial Learning: Conceptual Frameworks and Applications* and *The Handbook of Strategy Process Research* and chapter contributions in *Understanding Business Strategies*
- Served on Board of Editors – *The Academy of Management Learning and Education Journal*

- **Teaching experience:**

- IU: Trustee Teaching Award; Innovative Teaching Award; UNC: Ph.D. Award for Teaching Excellence
- Strategic Management Society – Co-Chair of strategy teaching initiative and task force for certification
- Strategy
 - UNC MBA Program – *Managing for Knowledge and Creativity*
 - UNC Undergraduate Program – *Strategic Management*
 - Duke - MBA Global Executive Program Facilitator *Strategy Course* with Blair Sheppard
 - IU MBA Program – *Developing Strategic Capabilities* (advanced strategy course)
 - IU MBA Program – *Turnaround Management*
 - IU Kelley Direct (On-Line MBA) – *Strategic Competitive Analysis*

- Consulting

- UNC MBA and Undergraduate Program – *Management Consulting Skills & Frameworks*
- UNC Weekend & Evening MBA - facilitated group dynamics sessions
- IU MBA Program – *Management Consulting* (and director of case competitions)
- IU Undergraduate Program – *Consulting Skills (Teamwork, Analysis, and Presentations)*
- McKinsey & PwC - created and taught courses on leadership and consulting

- **Executive Education and Consulting:**

- Director of Executive Education at the Kelley School of Business – Indiana University (2008)
- Conduct strategy executive education sessions and workshops as well as select pro-bono projects
- Deliver 1 day strategy sessions – The Institute for Management Studies (www.ims-online.com)
- Recent consulting clients: ABG Consulting, the Bloomington Economic Development Corporation, Boeing, Boston Scientific, J.D. Power, Johnson County, Kimball Office Furniture, Microsoft, PwC, Scientific Atlanta (now Cisco), Technomic Consulting, the GIHLA, the U.S. Army, and the U.S. Navy

- **Education:**

- Ph.D. in Strategic Management – The University of North Carolina at Chapel Hill - 2003
- Ph.D. Seminars (cross university program) - Duke University – 1998-2001
- MBA - The University of North Carolina at Chapel Hill - 1996 (Beta Gamma Sigma)
- ESSEC University in Paris, France (MBA Exchange) – 1995
- B.S. in Management and Accounting - Saint Francis University - 1988 (Magna Cum Laude)

- **Work experience:**

- McKinsey & Co.- Associate Consultant - Pittsburgh, PA – 1996-1998
- PricewaterhouseCoopers - Auditing and Consulting – Manager – Pittsburgh, PA – 1988-1994
- Successful start-up of a company in Pittsburgh, PA – 1998-2005

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Detailed Curriculum Vitae

RESEARCH Publications

- Friga, Paul N. “From Theory to Action – The Story of One Strategy” in *The Handbook of Strategy Process Research* (2010).
- Friga, Paul N. *The McKinsey Engagement: A Powerful Toolkit for More Efficient and Effective Problem Solving* (2008), McGraw-Hill
- Friga, Paul N. (2008). “Entrepreneurial Knowledge Flows and New Venture Creation” in *Entrepreneurial Learning: Conceptual Frameworks and Applications*.
- Friga, Paul N. and Chapas, Richard B. (2008). “Make Better Business Decisions”, *Research-Technology Management* (July/August, 2008).
- Ireland, R. Duane, Hoskisson, Robert E., and Hitt, Michael A. (2006 and 2008), *Understanding Business Strategies*, Chapter Contributions – Strategy Tools
- Mitchell, Ron, Friga, Paul N. and Mitchell, Rob. “Untangling the intuition mess: Intuition as a construct in entrepreneurial research.” *Entrepreneurship, Theory and Practice*, November: 653-679 (2005)
- Edelman, L., Friga, P., Mishina, Y., and Yli-Renko, H. (2004). “Is What You See, What You Get? The Impact of Entrepreneurial Cognition and Resource Accumulation on New Venture Creation.” *Frontiers of Entrepreneurial Research*, Babson /Kauffman (2005)
- Friga, Paul N., Bettis, R.A., and Sullivan, R.S. (2003). “Changes in Graduate Management Education and New Business School Strategies for 21st Century.” *The Academy of Management Learning and Education*
- Armbrrecht, F.R., Chapas, R., Chappelow, Cecil, C., Farris, G.F., Friga, P.N., Harz, C.A., McIlvaine, M.E., Postle, S.R., & Whitewell, G.E. (2001). “Knowledge Management in Research and Development” *Research-Technology Management*, Vol.44 (4):28-48, July.
- Rasiel, Ethan M. and Friga, Paul N. (2001). *The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World’s Top Strategic Consulting Firm*, McGraw Hill – translated in 9 languages & over 60K sold

Dissertation

- Title: “**A Contingency Model of Knowledge and Learning in Organizations**”; Empirical investigation of the design and impact of resource allocation and incentive program system designs to facilitate knowledge sharing. Specific focus on using resource-based theory, organizational learning concepts and the knowledge-based view testing the tension between codification and personalization knowledge sharing strategies in firms. Chair: Rich Bettis; Committee: Rich Bettis (KFBS), Bob Sullivan (KFBS Dean), Barry Roberts (KFBS), and Chuck Lucier (Booz Allen & Hamilton)

Refereed Conferences/Presentations

- Friga, Paul N. (2009) – “**Consulting Tools and Curriculum for Academic Real World Projects**” – The Academy of Management, Chicago, Illinois
- Friga, Paul N. (2009) – “**Real World Projects: Why They are Better Than Case Studies**” – Strategic Management Society in Washington, D.C.
- Friga, Paul N. (2009) – “**Learning from Practice: Opening the Black Box of Consulting Engagements**” – Strategic Management Society in Washington, D.C.
- Friga, Paul N. (2008) – “**Experiential Learning Methodologies**” – Strategic Management Society in Cologne, Germany
- Friga, Paul N. and Semadeni, Matt (2004) – “**The Arbiter Role in Knowledge Arbitrage – Understanding How Professionals Decide What Knowledge to Transfer**” – presented at the Strategic Management Society Annual Conference in San Juan, Puerto Rico.
- Edelman, Friga, Mishina, and Yli-Renko (2004) – “**Is What You See, What You Get? The Impact of Entrepreneurial Cognition and Resource Accumulation on New**

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Detailed Curriculum Vitae

- Venture Creation**” – presented at the Babson College-Kauffman Foundation Entrepreneurship Research Conference in Glasgow, Scotland
- Friga, Paul N. (2003) – “**Personalization versus Codification Knowledge Transfer Strategies**” – presented at the Strategic Management Society Annual Conference in Baltimore, Maryland
 - Friga, Paul N. (2002) – “**Entrepreneurial Knowledge Flows and New Venture Creation**” – accepted at the Southern Management Association Annual Conference in Atlanta, GA – recognized as outstanding paper written by Ph.D. Student in Entrepreneurship/Ethics Track
 - Semadeni, Matthew and Friga, Paul N. (2002) – “**Knowledge Arbitrage by Management Consulting Firms – An Arbiter/Arbitrageur Perspective**” – presented at the Strategic Management Society Annual Conference in Paris, France
 - Friga, Paul N. (2001). “**Making the Rubber Hit the Road – An Empirical Test of Knowledge Management Strategies Using Simulation**” - presented at the Strategic Management Society Annual Conference in San Francisco, CA.
 - Friga, Paul N., Bettis, R.A., & Sullivan, R.S (2001). “**Entering Uncharted Territory – The Future of Management Education and the Role of Business Schools**” - presented at the Academy of Management Annual Conference in Washington, D.C.
 - Friga, Paul N. (2001). “**Implementing the McKinsey Way – A Model for Management Consulting**” - presented at the Academy of Management Annual Conference (Advanced Management Consulting Professional Development Workshop) in Wash., D.C.
 - Friga, Paul N. (2001). “**An Empirical Investigation of Entrepreneurial Knowledge Flows in New Venture Creation**” presented at the Babson College-Kauffman Foundation Entrepreneurship Research Conference in Jonkoping, Sweden
 - Friga, Paul N. and Sullivan, R.S (2000). “**The Evolution of Dinosaurs –The Study of Impending Industry Upheaval in Management Education**” presented at the Strategic Management Society Annual Conference in Vancouver, Canada
 - Friga, Paul N. (2000). “**Knowing What We Know – Codification Strategies in Knowledge Management Processes**” presented at the CASOS Conference (Computational Analysis of Social and Organizational Systems) in Pittsburgh, Pennsylvania
 - Friga, Paul N. (2000). “**Time for Change? Strategic Options for Management Education in the 21st Century**” developed and presented an All-Academy Symposium (included the President of the University of Phoenix and the Founder and CEO of Quisic) at the Academy of Management Annual Conference in Toronto, Canada
 - Friga, Paul N. and O’Neill, H.M. (1999). “**Organizational Inertia and Strategic Change - The Physics of Management**” presented at the Strategic Management Society Annual Conference in Berlin, Germany
 - Friga, Paul N., O’Neill, H., and Bateman, T. (1999). “**Entrepreneurial networks - A cross-country comparison**” presented at the Babson College-Kauffman Foundation Entrepreneurship Research Conference in Columbia, South Carolina

TEACHING

The University of North Carolina at Chapel Hill - Kenan-Flagler Business School

- Consulting Skills and Frameworks (2008-present) – MBAs and Undergraduates
- STAR (Student Teams Achieving Results) (2009-present) – MBAs and Undergraduates
- Managing for Knowledge and Creativity (co-instructor) – course for MBA students (2001)
- Strategic Management Course – capstone course for Undergraduate Seniors (2000)
- Management Consulting Course – elective course for undergraduate students (2001)
- Group Dynamics Facilitator – Weekend and Evening MBA Program (4 evening sessions)

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Detailed Curriculum Vitae

Kelley School of Business – Indiana University

- Management Consulting – elective MBA and Undergraduate program (2002 – 2007)
- Developing Strategic Capabilities – elective MBA program (2002 - 2007)
- Turnaround Management – elective MBA program (2005)
- Strategic Thinking and Planning – core MBA in Accounting Program (2006 and 2007)

The Duke MBA – Global Executive

Strategic Management Course – facilitator for Blair Sheppard; 2 weeks residency in South America and 11 weeks of Internet Based Instruction (Summer/Fall 2000); assisted with content creation, course material, delivery and grading

Price Waterhouse (now PricewaterhouseCoopers)

8 month tour of duty in international training division - designed and taught course on the management consulting process to over 400 new consultants

McKinsey & Company

Assisted in delivery of Basic Consulting Readiness courses to new consultants

Pennsylvania Institute of Certified Public Accountants

Designed and taught course on financial ratios to over 200 CPAs

SERVICE

Strategic Management Society – Co-Chair of the Teaching Initiative and member of Task Force investigating Strategy Certification

Director of the MBA Consulting Concentration & BSBA Consulting Area of Emphasis – UNC; Developed and run programs designed to train students for careers in consulting: 2008-present

UNC KFBS CIBER Advisory Board

BSBA Symposium Advisory Board

Director of the MBA Consulting Academy and Undergraduate Consulting Workshop – IU
Developed and run programs designed to train students for careers in consulting: 2002 - 2007

Board of Editors – Academy of Management Learning and Education

Serve on the editorial board for reviews and journal direction – 2006 - 2009

Volunteer Undergraduate Research Mentor

Awarded Outstanding Undergraduate Mentor Award for Research (\$1,000), 2000/2001

Consortium Chair

New Doctoral Student Consortium for the Academy of Management Annual Conference, 2000

EDUCATION

The University of North Carolina - Chapel Hill, NC

KENAN-FLAGLER BUSINESS SCHOOL, Ph.D.- Strategic Mgmt., 2003

- Awarded scholarship and stipend fully covering tuition and fees
- Research assistant, undergraduate and graduate tutor, and MBA consulting club advisor
- Appointed to Board of Advisors for MBA Program - Consulting Concentration
- Recognized for excellence in teaching (one Ph.D. student selected each year) – 2000/2001

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Duke University - Durham, NC

FUQUA SCHOOL OF BUSINESS, Ph.D. Program (selected coursework), 1998-2000

- Ph.D. seminar on Organizational Theory and Design - Richard Burton
- Ph.D. seminar on Decision Behavior - John Payne
- Ph.D. seminar on Computational Organization Theory – Richard Burton

The University of North Carolina - Chapel Hill, NC

KENAN-FLAGLER BUSINESS SCHOOL, Master of Business Administration, May 1996

- Graduated with *Beta Gamma Sigma* Honors (top 20 percent of class)
- Two first place and one second place finish in inter-business school case competitions

Ecole Superieure Des Sciences Economiques et Commerciales “ESSEC” - Paris, France

International Business Exchange Program, Fall 1995

- Studied Global Strategy, Marketing, Advertising, Economics, French and Decision-making

Saint Francis University - Loretto, PA, May 1988

- Bachelor of Science with two majors (Honors Program) - Management and Accounting
- Awarded Presidential Scholarship fully covering tuition and fees
- Graduated with *Magna Cum Laude* Distinction (GPA 3.8)
- Rhodes Scholarship Nominee, National Honor Program, NCAA Football, SGA President

EXPERIENCE **McKinsey & Company** - Pittsburgh, PA. 1996-1998

Associate Consultant - Strategic Management Consulting

- Projects included international business plans, acquisition reviews, and strategic marketing
- Participated in intensive training programs on case analysis, interpersonal skills and presentations
- Selected to serve as faculty member in international training programs for new consultants

Price Waterhouse (now PricewaterhouseCoopers) - Pittsburgh, PA., 1988-1994

Manager - Management Consulting

- Performed litigation, bankruptcy and financial consulting services to over 15 companies in 9 industries – received overall exceptional rating in 1994
- Selected to participate in 8 month tour of duty in National Consulting Continuing Education Department; developed, controlled and taught introductory consulting courses (\$10 million budget)
- Earned Certified Public Accountant and Certified Management Accountant designations

Back for Life - the International Massage Network - Pittsburgh, PA, 1998-2005

President and CEO

- Founded Pittsburgh's largest professional massage therapy company
- Company completed seven years of successful operations (four years were profitable)