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**Mario Hayek, Ph.D.**  
**Associate Professor**  
**Management & Economics Department**  
**College of Business**  
[Mario.Hayek@tamuc.edu](mailto:Mario.Hayek@tamuc.edu)

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## **Academic Background**

### **Academic Degrees**

Ph.D. University of Mississippi, Oxford, MS, Management (Marketing Emphasis), 2011.

Title: *Extending Human Capital Theory of Career Success: An Empirical Test in the Ecuadorian Context*

M.B.A. American University, Washington D.C., Finance and Entrepreneurship, 1995.

B.B.A. Marymount University, Arlington, VA, Marketing, 1993.

### **Professional Certifications**

PMP, 2005

### **Other Credentials & Relevant Courses Taken**

#### **Relevant Courses**

SAP Faculty Summer Workshop Trainings 2018: Intro to University Alliances

SAP Faculty Summer Workshop Trainings 2018: Application Development in Mendix

## **Work Experience**

### **Work Experience**

President, Resilient Investment Group (June, 2016 - Present), Dallas, Texas. Resilient Investment Group is dedicated to investing in and managing businesses in the restaurant, bar and commercial real estate industry. Currently the company owns Palio's Pizza Café (revenue \$720k approx./yr.) in Plano, TX and is actively seeking additional investments in the area. The company has hired two TAMUC College of Business interns since 2016.

Department Head of Management, Texas A&M University-Commerce (2015 - Present), Commerce, Texas.

- Manage curriculum, budget, human resources (e.g., hiring, management, evaluations), schedules and student affairs associated with the department
- Restructured departmental committees to facilitate and encourage greater faculty involvement and decision-making concerning the management and future of the Management Department
- Encouraged and achieved greater participation/involvement of tenure and tenure-track faculty in teaching undergraduate courses
- Ensured greater equity among faculty in terms of the proportion of teaching face-to-face and online courses, and number of overloads
- Established two new minors; Corporate Management and Entrepreneurship
- Actively participated in the conceptualization, proposal and student handbook of a fully online DBA program; the intention of pursuing the initiative is to generate extra revenue and produce greater exposure for the College of Business
- Encouraged and succeeded in having faculty use course projects to engage students with local businesses and

individuals from the College of Business Advisory Council

- Conceptualized and submitted a Principles of Business and Entrepreneurship course to be introduced in the University core
- Raised funds for the marketing, execution and prize money for the Lions Innovation Showcase for the last three years; the last event attracted approximately 450 visitors and \$9,000 were awarded in prizes
- Assist with development and offer oversight and approval of IE plans

Interim Associate Dean, Texas A&M University-Commerce (2016 - 2017), Commerce, Texas. · Served at the Interim Dean's discretion and assist him with a wide array of ad hoc issues related to the College of Business

- Participated in Dean's Council meetings hence gaining exposure and learning about issues and decision-making at the Provost and Dean level
- Engaged in extensive consultations/conversations with the Interim Dean concerning the strategic direction and tactics of the College of Business
- Actively engaged with administrative leadership (Associate VP of Academic Outreach, Academic Deans and Associate Deans) at Collin College to help promote TAMUC programs with the objective of significantly increasing the number of transfer students from Collin to TAMUC

Assistant Professor of Management, Texas A&M University-Commerce (2011 - 2016), Commerce, Texas. · Taught the following courses: Strategic Management MGT (527), Operations and Organizations (MGT 501), New Venture Management (MGT 370 & MGT 570), Entrepreneurship (MGT 581), Innovation and Entrepreneurship (EMBA 530), Entrepreneurial Strategy (MGT 308), Freshman Success (COB 111), Management Skills Development (MGT 585), Principles of Marketing (MKT 521), Advertising and Promotion (MKT 568)

- Taught courses for the international program in Belgrade, Serbia, Sarajevo, Bosnia and Herzegovina, and Rabat, Morocco
- Managed theses (approximately 10) for the final MBA cohort of the international program in Belgrade, Serbia
- Developed faculty qualification criteria
- Created the foundation document for the COB mission-driven impact report
- Submitted a grant for approximately \$160,000 to the Department of State- Bureau of South and Central Asian Affairs- to educate underprivileged women in Southeast Asia about entrepreneurship
- Attended AACSB Assessment and Impact seminar and Competency Based Education Seminar

Owner/General Manager, Sociedad Haymiq Compania Limitada (1998 - 2015), Quito, Ecuador. Inherited Sociedad Haymiq in 1998, which at that time owned and operated one restaurant (Café Amazonas). Over the years I conceptualized, built and operated a motel (Hotel Windsor), a travel agency and tour operator (Tropical Adventures; affiliated to IATA), an additional restaurant (Pepper's), a bar (Mario's Bar) and purchased commercial real estate under the company name. I leased each of the businesses to the managers while I came to the United States in 2008 to pursue a doctorate in management. Due to my family commitment to stay in the United States, the company assets were sold in 2015. Shortly after, we established a corporation in the United States, Resilient Investment Group, with the purpose of pursuing investments in the local market.

Doctoral student/graduate assistant, University of Mississippi (2010 - 2011), Oxford, Mississippi. Taught Principles of Management and Strategic Management at the undergraduate level.

Venture Capitalist, Ecuador In Situ (2006 - 2008), Quito, Ecuador. Venture capitalist in this online tour operator

business.

Venture Capitalist, Termino 1/2 (2006 - 2008), Quito, Ecuador. Venture capitalist in this restaurant business.

Full-time faculty, Universidad San Francisco de Quito (1999 - 2008), Quito, Ecuador. Courses Taught in English and Spanish:

International Business, Business Policy, Entrepreneurship/New Venture Creation, Project Management, Introduction to Corporate Finance, Managerial Finance, Advanced Finance, Financial Markets and Institutions, and Investments and Risk Management, Introduction to Marketing and Marketing for Services.

Courses Taught On-Line

Financial Markets and Institutions, Investments and Risk Management and Project Management (for over six years).

Seminars Delivered

Taught seminars in entrepreneurship, motivation, business plan writing and project management at the graduate and undergraduate level in various provinces of Ecuador as well as via teleconferencing for the USFQ Graduate School.

Program Development: New Venture Creation and Entrepreneurship Center

Developed an experiential learning exercise where students write business plans and then establish their new ventures on campus for a period of seven days. This project began with one class in the business school in 2014 with sales of \$2,000. By 2009, the project integrated students from across disciplines produced over \$130,000 during a seven-day period. A portion of the profits is used to sustain the entrepreneurship center.

Entrepreneurship Center Development

Created an entrepreneurship center to serve both students and the local community. The purpose of the entrepreneurship center is to offer advice and support to nascent entrepreneurs as well as small and medium size enterprises in the local community. A unique feature of the entrepreneurship center is that it is financially self-sustaining by obtaining funds from a portion of the profits produced by the new ventures created by the students each semester.

Guest Lecturing

Invited by Babson College to co-teach a train-the-trainers course in entrepreneurship in April 2008 in Guayaquil, Ecuador.

Independent Consultant, Independent Consultant (2002 - 2007), Quito, Ecuador. Performed valuations for a number of companies seeking to merge or external funding

**Intellectual Contributions**

**Intellectual Contributions Grid**

Category	BDS	AIS	TLS	Total
Articles in Refereed Journals	13	7		20
Articles-in-Progress (All)		1		1
Books, Monographs, Compilations, Manuals, Supplements, Chapters, Cases, Readings	1	1		2

**Refereed Articles**

**Applied or Integrative/application Scholarship**

Humphreys, J., Loncar, D., Atinc, G., Hayek, M., & Novicevic, M. (in press, 2019). An Integrated Framework of Market and Nonmarket Strategies for Demoralized Transition Economies. *Journal of East European Management Studies*.

Humphreys, J., Hayek, M., Novicevic, M., Pane, S., & Pickens, J. (in press, 2019). Narrative Cleansing of Andrew Carnegie: Entrepreneurial Generativity as Identity Capital. *Journal of Management History*.

Hayek, C., Novicevic, R., & Hayek, M. (2017). Women Entrepreneurs in a Country in Transition: The Perspective of Edita Dautovic, A Woman Entrepreneur and Social Leader. *Journal of Applied Management and Entrepreneurship*., doi: 10.9774/GLEAF.3709.2017.ja.00008.

Tomas, C., Hebdon, A.S., Novicevic, M., & Hayek, M. (in press, 2015). Fluid leadership in dynamic contexts: A

qualitative comparative analysis of the biblical account of Nehemiah. *Journal of Management History*.

Hayek, M., Williams, W., & Hayek, B. (in press, 2014). Towards a model of social entrepreneurial intentions: Evidence from the case of Daisy Low. *Journal of Ethics and Entrepreneurship*, 4 (2), 41-67.

Hayek, M. (in press, 2014). Nepotism and ethical reasoning in family business. *Journal of Ethics and Entrepreneurship*, 4 (1), 21-40.

Morf, D., Flesher, D., Hayek, M., Pane, S., & Hayek, C. (2013). Shifts in Corporate Accountability Reflected in Socially Responsible Reporting: A Historical Review. *Journal of Management History*, 19 (1), 87-113.

### **Basic or Discovery Scholarship**

Hayek, M., Randolph-Seng, B., Atinc, G., & Montolya, D. (2018). The Influence of Political Skill on Career Success in an Ecuadorian Family Firm: The Mediating Role of Affective Commitment. *International Journal of Cross Cultural Management*, 18 (2), 175-190.

Williams, Jr., W. A. (in press, 2017). A dark side of political skill? Awareness and life satisfaction in a Latin American Business. *Journal of Management and Organization*, 23 (3), 405-422.

Williams, W. W., Randolph-Seng, B., Hayek, M., Pane-Haden, S., & Atinc, G. (2017). Servant Leadership and Followership Creativity: The Influence of Workplace Spirituality and Political Skill. *Leadership and Organization Development Journal*, 38 (2), 178-193.

Humphreys, J. H., & Novicevic, M. M. (2016). Disharmony in New Harmony: insights from the narcissistic leadership of Robert Owen. *Journal of Management History*, 22 (2), 146-170.

Hayek, M., Tomas, C., Novicevic, M., & Montalvo, D. (in press, 2016). Contextualizing human capital theory in a non-Western setting: Testing the pay-for-performance assumption. *Journal of Business Research*.

Taneja, S., Pryor, M. G., & Hayek, M. (2016). Leaping Innovation Barriers to Small Business Longevity. *Journal of Business Strategy*, 37 (3), 44-51.

Humphreys, J. H., Novicevic, M. M., Smothers, J., Pane, S., Hayek, M., Williams Jr, Wallace A, Oyler, Jennifer D, Clayton, Russell W (2015). The collective endorsement of James Meredith: Initiating a leader identity construction process. *Human Relations*, 68 (9), 1389-1413.

Hayek, M., & Williams, Jr., W. A. (2015). Effective succession of social entrepreneurs: A stewardship-based model. *Journal of Applied Management and Entrepreneurship*, 20 (2), 93.

Hayek, M., Williams, Jr., W. A., Clayton, R. W., Novicevic, M. M., & Humphreys, J. H. (2014). In extremis leadership of Sartrean authenticity: Examples from Xenophon's Anabasis. *Journal of Management History*, 20 (3), 292-310, doi: <https://doi.org/10.1108/JMH-08-2013-0040>.

Humphreys, J., & Williams, Jr., W. A. (2014). Servant leadership: Approaching the paradox from the life-stories of Ping Fu. *Journal of Applied Management and Entrepreneurship*, 19 (4), 43.

Hayek, M., Bynum, L., Smothers, J., & Williams, Jr., W. A. (2014). Managing healthcare alliance portfolios: A theory-based typology. *Journal of Applied Management and Entrepreneurship*, 19 (1), 3.

Hayek, M. (2013). Implication of SOX Compliance for HRM: Enhancing Internal Controls with E-HRM. *Journal of Applied Management and Entrepreneurship*, 18 (4), 18.

Bynum, L., Clayton, R. W., Hayek, M., Moeller, M., & Williams, Jr., W. A. (in press, 2009). Chandler as a biographer: content thematic analysis of Chandler's biography of Henry Varnum Poor. *Journal of Management History*, 15 (3), 272-283.

## **Chapters, Cases, Readings, Supplements**

### **Chapters**

Williams, Jr., W. A., Ammeter, A. P., Thomas, C., Hayek, M., & Novicevic, M. M. (2014). Accountability to a Servant Leader and OCB: The Role of Follower Integrity. In Selladurai and Carraher (Eds.), *Servant Leadership: Research and Practice* (pp. 1-23). Hershey, PA: IGI Global.

Randolph-Seng, B., Williams, W., & Hayek, M. (2014). Entrepreneurial self-regulation: Consciousness and cognition. *The handbook of entrepreneurial cognition* Northampton MA: Edward Elgar.

## **Working Papers**

Novicevic, M. & Pickens, J. (2018). "The Narrative Cleansing of Andrew Carnegie: Entrepreneurial Generativity as

Identity Capital," targeted for Journal of Management History.

## **Honors & Awards**

## **Teaching**

### **Teaching Activities and Efforts toward Continuous Improvement**

2017-2018 - Self review of teaching. Other Teaching Activities.

## **Service**

### **Texas A&M University-Commerce**

#### **University Assignments**

##### **Committee Member:**

2017-2018: Workforce Presidential Taskforce

##### **Service to the Profession**

###### **Board Member: PRJ Editorial Review Board**

2015-2016 – 2018-2019: Management Decision (International).

2011-2012 – 2018-2019: Journal of Applied Management and Entrepreneurship (International).

2013-2014 – 2017-2018: Journal of Ethics and Entrepreneurship (International).

2014-2015 – 2015-2016: MARKETING (Regional).

###### **Chair: Conference / Track / Program**

2014-2015: Southwest Academy of Management (International).

###### **Reviewer - Article / Manuscript**

2011-2012 – 2018-2019: Journal of Management History (International).

2015-2016 – 2016-2017: Journal of Business Ethics (International).

## **Professional Memberships**

Project Management Institute, 2005-Present

## **Personal Professional Development**

2018-2019: Sedona Training, Commerce, Texas.

2018-2019: SAP University Alliance, Houston, United States of America.

2018-2019: SAP University Alliance, Milwaukee, United States of America.

2018-2019: Texas Academic Leadership Academy, Houston, Texas.

2018-2019: Texas Academic Leadership Academy, Dallas, Texas.

2014-2015: AACSB Business Accreditation Seminar, Tampa, United States of America.

2014-2015: AACSB Enhancing and Measuring Impact Forum, Tampa, United States of America.

2009-2010: Center for Advancement of Research Methods and Analysis (CARMA), Richmond, Virginia. Testing interaction with linear regression

2009-2010: Center for Advancement of Research Methods and Analysis (CARMA), Richmond, Virginia. Testing interaction with linear regression.

2007-2008: Babson Symposium for Entrepreneurship Educators, Buenos Aires, Argentina. Train-the-trainers course on entrepreneurship education.

2005-2006: Babson Symposium for Entrepreneurship Educators, Quito, Ecuador. Train-the-trainers course on entrepreneurship education.

2005-2006: Project Management, Quito, Ecuador.

2004-2005: Project Management, Quito, Ecuador.

**Last updated by member on 18-Jan-19 (11:10 AM)**