
Charles J. Capps, D.B.A.
Professor
Management & Marketing
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Degrees Earned

D.B.A. Louisiana Tech University, Ruston, Louisiana, Management, 1988
M.B.A. University of Portland, Portland, Oregon, Management, 1979
B.A. University of Texas at Austin, Austin, Texas, Psychology, 1975

Professional Licensures and Certificates

Senior Professional in Human Resources (SPHR) - Lifetime Certification, 1994 (1994)

Peer-Reviewed Publications and Artistic Performances/Exhibitions

Articles

- Capps, C. J. & Cassidy, C. M. (2016). Expanding the Competitive Profile Matrix (CPM): Introducing the Financial Profile Matrix (FCPM). *Academy of Strategic Management Journal*, 15 (2), 9-15.
- Capps III, C. J. & Cassidy, C. M. (2015). Differences Mapping an Internal-External (I-E) Matrix Using Traditional and Extended Concepts. *Business Studies Journal*, 7 (Special Issue), 1-6.
- Cassidy, C. M., Glissmeyer, M. D., & Capps III, C. J. (2013). Mapping an Internal-External (I-E) Matrix Using Traditional and Extended Matrix Concepts. *Journal of Applied Business Research*, 29 (5), 1523-1528.
- Wright, M. K. & Capps III, C. J. (2012). Auditor Independence and Internal Information Systems Audit Quality. *Business Studies Journal*, 4 (2), 63-83.
- Capps III, C. J. & Glissmeyer, M. D. (2012). Extending the Competitive Profile Matrix Using Internal Factor Evaluation and External Evaluation Matrix Concepts. *Journal of Applied Business Research*, 28 (5), 1059-1062.
- Wright, M. K. & Capps III, C. J. (2011). A Survey of Information Systems Development Project Performance. *Academy of Information and Management Sciences Journal*, 14 (1), 83-100.
- Wright, M. K. & Capps III, C. J. (2010). Information Systems Development Project Performance in the 21st Century. *Association for Computing Machinery (ACM) Software Engineering Notes*, 35 (2), 33-43.
- Wright, M. K. & Capps III, C. J. (2010). Runaway Information Technology Projects: A Punctuated Equilibrium Analysis. *International Journal of Information Technology Project Management*, 1 (4), 53-79.
- Capps III, C. J. (2010). The Use of Binary and Ternary Paradoxes in Management. *International Journal of Management and Information Systems*.
- Wright, M. K. & Capps III, C. J. (2009). Contemporary Capstone Computer Courses: Lessons from the Service Sciences. *Journal of College Teaching & Learning*, 6 (1), 9-20.
- Wright, M. K. & Capps III, C. J. (2008). Information Technology Customer Service: 'Best Practices' Processes for Operations. *Journal of Applied Business Research*, 24 (3), 63-76.
- Capps III, C. J., Ahmed, I., & Earl, R. L. (2008). The Marketing Value Pyramid (MVP): A Pedagogical Model. *American Journal of Business Research*, 1 (1), 1-5.
- Capps III, C. J. (2007). SWOTing the Organization's Psyche: A Basis for Organizational Psychoanalysis. *International Journal of Applied Management and Technology*, 5 (1), 233-238.
- Prine, J. M., Ritter, F. A., & Capps III, C. J. (2007). Empowering Employees in the 21st Century. *International Journal of Business Disciplines*, 18 (1), 39-44.
- Capps III, C. J. (2006). Medical, Scientific and Commercial Uses of Roentgen's X-rays Today. *Journal of Business and Economics Research*, 4 (1), 15-18.
- Capps III, C. J. & Capps, P. J. (2005). The Human Resource Development Matrix: A Strategic Ethical Approach to Determining Training Needs Analysis. *Human Resource Planning*, 28 (1), 21-22.
- Capps III, C. J. (2005). Extending Barnard: The Applied Ethics of Internal and External Integrity. *International Journal of Business Disciplines*, 16 (1), 59-62.
- Capps III, C. J., Capps, P. J., & Earl, R. L. (2005). 7X7 Strategic Management: A Holistic Executive Perspective. *E-Journal of the*

American Society of Business and Behavioral Sciences, 1 (1), 1-4.

Capps, C., Jenkins, G., & Hazen, S. (2002). Strategic Management Synergy in the 21st Century. *Journal of Applied Management and Entrepreneurship*, 7 (1), 76-83.

Capps, C. & Hazen, S. (2002). Applying General Systems Theory to the Strategic Scanning of the Environment from 2015 to 2050. *International Journal of Management*, 19 (2: Part 2), 308-314.

Kendall, W. R., Scott, R. C., & Capps III, C. J. (1990). New Concepts for the Management of Information Resources. *Journal of Business Strategies*, 7 (1), 25-33.

Grider, D. T., Capps III, C. J., & Toombs, L. A. (1990). Training Evaluation: Prescription for Improvement. *Business*, 40 (1), 25-33.

Chapters

Refereed

Wright, M. K. & Capps III, C. J. (2012). Runaway Information Technology Projects: A Punctuated Equilibrium Analysis. *Project Management Techniques and Innovations in Information Technology* (pp. 244-269). IGI Global.

Proceedings

Full Paper

Capps, C. J. & Cassidy, C. M. (2016). Expanding the Competitive Profile Matrix (CPM): Introducing the Financial Profile Matrix (FCPM). *General Business Conference, Sam Houston State University*.

Capps, C. J. & Cassidy, C. M. (2016). Expanding the Competitive Profile Matrix (CPM): Introducing the Financial Profile Matrix (FCPM). *General Business Conference, Sam Houston State University*.

Capps, C. J. & Cassidy, C. M. (2015). Differences Mapping an Internal-External (I-E) Matrix Using Traditional and Extended Concepts. *General Business Conference, Sam Houston State University*.

Capps, C. J. & Cassidy, C. M. (2015). Differences Mapping an Internal-External (I-E) Matrix Using Traditional and Extended Concepts. *General Business Conference, Sam Houston State University*, 7 (1), 6.

Wright, M. K. & Capps III, C. J. (2012). Research Issues in Information Systems Internal Auditing. *General Business Conference, Sam Houston State University*.

Capps, C. J., Capps, P. J., & Wright, M. K. (2011). A Primer for Designing an Effective Training Program. *General Business Conference, Sam Houston State University*.

Wright, M. K. & Capps III, C. J. (2010). Information Systems Development Project Performance in the 21st Century. *General Business Conference, Sam Houston State University*.

Capps III, C. J. (2009). Reality, Duplicity and the Binary, Ternary Paradoxes. *American Society of Business and Behavioral Sciences Conference*.

Wright, M. K. & Capps III, C. J. (2008). Contemporary Capstone Computer Courses: Lessons from Services Science. *International Applied Business Research Conference*.

Ahmed, I., Capps III, C. J., & Utecht, K. M. (2008). Recruitment in Academe: A Study of Position Announcements. *International Academy of Business and Public Administration Disciplines Conference*.

Wright, M. K. & Capps III, C. J. (2007). Information Technology Customer Service:. *International Academy of Business and Public Administration Disciplines Conference*.

Capps III, C. J. & Earl, R. L. (2006). The Marketing Value Pyramid (MVP). *American Society of Business and Behavioral Sciences Conference*.

Capps III, C. J., Capps, P. J., & Earl, R. L. (2005). 7x7 Strategic Management: A Holistic Executive Perspective. *American Society of Business and Behavioral Sciences Conference*, 12 (1), 293-295.

Capps III, C. J. & Capps, P. J. (2005). Improving the Effectiveness of Organizational Communication. *International College Teaching Methods & Styles Conference*.

Capps III, C. J. & Capps, P. J. (2005). Barriers to Effective Organizational Communication. *International Academy of Business and Public Administration Disciplines Conference*, 1.

Capps III, C. J. & Capps, P. J. (2004). Applied Ethics of Internal and External Integrity. *Applied Business and Entrepreneurship Association International Conference*, 107-109.

Capps, C. & Capps, P. (2004). An Ethical Approach to Determining Training Needs Analysis. *International College Teaching Methods & Styles Conference*, 1 (1), Article 119 (On CD).

Capps III, C. J. & Capps, P. J. (2004). SWOTing the Organization's Psyche: Commitment, Consciousness and Psychopathology! *International Academy of Management and Business*, 1 (1), 1-7 (document 7).

Capps III, C. J., Capps, P. J., & Jenkins, G. K. (2004). Human Resource Development Matrix: A Proactive Ethical Approach to Training Needs Analysis. *Foundations of Ethics in a Post-Enron Age Conference*.

Capps, C., Hazen, S., Jenkins, G., & Freed, R. (2002). General Systems Theory and Strategic Scanning for the Coming Millennium. *American Society of Business and Behavioral Sciences Conference*, 9 (1), 378-382.

Duffy, J. A., Lewis, R. D., Sower, V. E., Muehsam, M. J., & Capps III, C. J. (1999). Scaling the Mountain: AACSB Accreditation. *Southwest Federation of Business Disciplines*.

Lewis, R. D., Muehsam, M. J., Sower, V. E., & Capps III, C. J. (1999). Scaling the Mountain: Responding to AACSB Quality and Continuous Improvement Objectives. *AACSB Continuous Improvement Symposium - Designs for Quality: Blending Innovation & Experience*.

Abstract Only

Capps III, C. J. & Capps, P. J. (2004). Workshop: Two Key Barriers to Effective Communication in Organizations. *The American Society of Competitiveness* (17).

Capps III, C. J., Capps, P. J., Collins, M. E., & Thibodeaux, T. M. (1996). Experiencing the Importance of Effective Organizational Communication Between Genders: An Experiential Symposium. *Texas Association of Communication Administrator's Conference*, El Paso, Texas: .

Capps III, C. J., Capps, P. J., Hazen, S. E., & Barker, R. (1995). Gender Difference as a Barrier to Effective Communication in Organizations. *Southwest Business Symposium*, Edmond, Oklahoma: .

Capps III, C. J., Capps, P. J., & Hazen, S. E. (1995). Using Ethics to Improve Communication Effectiveness When Status Differences Exist: A Symposium. *National Conference on Ethics in America*, Long Beach, CA: .

Capps III, C. J., Capps, P. J., & Hazen, S. E. (1995). Insights and Strategies for Improving Organizational Communication When Status Barriers Exist: A Symposium. *American Society of Business and Behavioral Sciences Conference*, Las Vegas, Nevada: .

Capps III, C. J., Capps, P. J., & Hazen, S. E. (1994). Improving Communication Effectiveness When Status Differences Exist: A Symposium. *Academy of Business Administration*, Cancun, Mexico: .

Capps III, C. J., Hazen, S. E., Blasick, J., & Madkins, J. (1994). Improving Communication Effectiveness Between Supervisors and Subordinates. *Southwest Federation of Business Disciplines*, Houston, Texas: .

Research Monographs and Technical Reports

Chapters, Cases, Readings, Supplements

Wright, M. K. & Capps III, C. J. (2012). Runaway Information Technology Projects: A Punctuated Equilibrium Analysis. *Project Management Techniques and Innovations in Information Technology* (pp. 244-269). IGI Global.

Working Papers

Wright, M. K. & Capps, C. J. (2010). "Information Systems Development Project Performance in the 21st Century."

Wright, M. K. & Capps, C. J. (2009). "Runaway Information Technology Projects: A Punctuated Equilibrium Analysis."

Capps, C. J. (2009). "Reality, Duplicity and the Demise of Contrived Binary and Ternary Paradoxes."

Capps, C. J. & Ahmed, I. (2007). "The Marketing Value Pyramid: A Learning Catalyst."

Wright, M. K. & Capps, C. J. (2007). "Information Technology Customer Service: 'Best Practices' Processes for Operations."

Prine, J. M., Ritter, F. A., & Capps III, C. J. (2005). "Empowering Employees in the 21st Century."

Capps, C. J. (2005). "Medical, Scientific and Commercial Uses of Roentgen's X-rays Today."

Capps, C., Jenkins, G., & Hazen, S. (2004). "Strategic Planning in the 21st Century: Future Global Realities CEOs Need Junior Executives to Comprehend (No. 04-03Mg)."

Capps, C. & Capps, P. (2004). "7x7 Management; Functions, Goals, Habits, Virtues, Sins, Insights, and States (No. 04-02Mg)."

Capps, C. & Jenkins, G. (2002). "SWOTing the Organization's Psyche: Commitment, Consciousness and Psychopathology (No. 02-03MG)."

Capps, C., Capps, P., & Jenkins, G. (2001). "Extending Barnard's Acceptance Theory: The Importance of Internal and External Integrity."

Capps, C., Jenkins, G., & Hazen, S. (2001). "Preliminary Scanning of the Strategic Environment: 2015 to 2050 (No. 01-01Mg)."

Capps, C. & Jenkins, G. (2001). "The Developmental Diamond: A Proactive Training Needs Analysis Matrix (No. 01-02 INST DEV)."

Butler, M. M., Capps, C. J., & Muehsam, M. J. (1999). "An Independent Study to Determine the Need for Strategic Partnerships."

Funded External Grants

Peer-Reviewed Presentations/Posters

Work or Professional Experiences

Experience: Academic

Professor, Sam Houston State University (2005 - Present), Huntsville, Texas.

Associate Professor, Sam Houston State University (1994 - 2005), Huntsville, Texas.

Assistant Professor, Sam Houston State University (1988 - 1994), Huntsville, Texas.

Instructor, Louisiana Tech University (1986 - 1988), Ruston, Louisiana.

Teaching Assistant, Louisiana Tech University (1984 - 1986), Ruston, Louisiana.

Manager of Training, Marlin Drilling Company, Inc. - a Tenneco Company (1982 - 1984), Lafayette, Louisiana. Reporting to the CEO, I designed, established and managed the training programs at the new \$1 million plus Marlin Training Center while responsible for an annual operating budget of more than \$500,000 for a company with over 1,000 employees. Taught courses in management and supervision to front line supervisors and middle managers; taught orientation and safety. I planned, scheduled, directed, and coordinated all drilling, maintenance, supervision, and safety training. The Marlin Training Center achieved all established human resource development objectives 12% below the allocated annual budget.

Senior Training Coordinator, Brown & Root, Inc. - a Halliburton Company (1979 - 1982), Houston, Texas. Reporting to the Senior Project Manager, I both established and managed all the training programs at Brown & Root's Chevron Residuum Expansion Project in Mississippi. This \$1.5+ billion petrochemical construction project set the national and world's record in safety by working 9,421,329 safe man-hours without a lost time accident. I planned and directed all the craft, skills, technical, vocational, and safety training for this 5,500+ employee project. I taught supervision and management courses and conducted the daily three (3) hour new employees orientation. Additionally, I planned and managed B&R petrochemical maintenance training.

Experience: Consulting

2007: Tarleton State University, Conducted evaluation with report of BBA/BS undergraduate management degree programs as External Reviewer for Tarleton State University as part of the Southern Association of Colleges and Schools (SACS) reaccreditation process (March-April 2007)

2006: R. Stahl, Conducted 'Leadership, Teambuilding and Synergy Seminar' HR Development Workshop in applied management presented for the Houston office of the Stuttgart, Germany headquartered corporation R. Stahl on April 1, 2006.

2004: Law Enforcement Management Institute of Texas (LEMIT), Conducted 'Strategic Management and Human Relations Seminar' as Management/HRD Training Consultant for SHSU's Law Enforcement Management Institute of Texas (LEMIT) training Constables in San Antonio, TX, (12/2004)

2003: Rice University, 'Leadership, Teamwork and Synergy,' requested Human Resource Development Workshop in applied management presented for the Career Services Department of Rice University at their Del Lago, Texas retreat on April 4, 2003

2003: Law Enforcement Management Institute of Texas (LEMIT) Command College, 'Strategic Management and Human Relations' presented HRD Seminar in applied management for the Law Enforcement Management Institute of Texas (LEMIT) Command College on August 2, 2002, and November 8, 2003, for Texas Police Chiefs & Staffs and the top six of seven executives of command staff of the Polish National Police Force

2002: Drug Enforcement Administration (DEA) of the United States Department of Justice, 'Strategic Management Symposium/HRD Seminar' presented by request to over 30 agents of the Drug Enforcement Administration (DEA) of the United States Department of Justice on August 20, 2002, at LEMIT in Huntsville, Texas

2001: Law Enforcement Management Institute of Texas (LEMIT), Conduct 'Strategic Management and Human Relations Seminar' as Management/HRD Training Consultant for SHSU's Law Enforcement Management Institute of Texas (LEMIT) training Police Chief's Assistants (when requested since 2001)

2000: Sam Houston State University's Small Business Development Center (SBDC), Conducted 'Management and Organizational Development' as Management/HRD Training Consultant for Wiesner, Inc. through Sam Houston State University's Small Business Development Center (SBDC) (1999-2000)

1998: SHSU's Criminal Justice Institute, Presented 'Management: Yesterday, Today and Tomorrow,' as Management/HRD Training Consultant for SHSU's Criminal Justice Institute training over 125 Texas Probation Officers (1998)

1998: Law Enforcement Management Institute of Texas (LEMIT) Command College, Conduct 'Strategic Management and Human Relations Seminar' as Management/HRD Training Consultant for SHSU's Law Enforcement Management Institute of Texas (LEMIT) training Police Chiefs throughout Texas (when requested since 1998)

1991: First National Bank, 'Seminar in Strategic Management' presented to executive officers of the First National Bank; Huntsville, TX (1991)

Honors and Awards

Award

2010: , Second Annual General Business Conference: April 9-10, 2010, Huntsville, TX. Wright, M. Keith and Charles J. Capps III. Information Systems Development Project Performance in the 21st Century, Awarded Honorable Mention in the Technological Issues Track.

2008: , International Applied Business Research Conference (IABR) Puerto Rico. Wright, M. Keith and Charles J. Capps III. Contemporary Capstone Computer Courses: Lessons from the Service Sciences - Awarded Best Paper in the Service Sciences Track.

2005: , American Society of Business and Behavioral Sciences Conference. Capps III, Charles J., Patricia J. Capps and Ronald Earl.

7X7 Strategic Management: A Holistic Perspective - Awarded Best Paper of Track Chair in Strategic Management Track.

1994: , Sam Houston State University. SHSU's Excellence in Teaching Award - 1994.

Faculty Development

Instructional-Related Conference

2005: International College Teaching Methods & Styles Conference, Reno, Nevada.

2004: International College Teaching Methods & Styles Conference, Reno, Nevada.

Research-Related Conference/Seminar

2009: American Society of Business and Behavioral Sciences, Las Vegas, Nevada.

2008: International Applied Business Research Conference, San Juan, Puerto Rico.

2007: International Academy of Business and Public Administration Disciplines Conference, Dallas, Texas.

2006: American Society of Business and Behavioral Sciences Conference, Las Vegas, Nevada.

2005: International Academy of Business and Public Administration Disciplines Conference, New Orleans, Louisiana.

2005: American Society of Business and Behavioral Sciences Conference, Las Vegas, Nevada.

2004: International Academy of Management and Business, Las Vegas, Nevada.

Professional Seminars / Workshops

2004: American Society of Competitiveness Annual Conference, Great Falls, Virginia.

2004: University of Texas Ethics Conference, Austin, Texas.

Community Service

Other Community Service Activities

1998 – 2001: Huntsville Leadership Institute of the Chamber of Commerce, Board Member

Speech / Presentation at a Community Meeting

1995 – 2000: Chamber of Commerce Leadership Institute (Huntsville), Presentation entitled (Strategic Management)

1989 – 2000: Chamber of Commerce Leadership Institute (Huntsville), Presentation entitled (Leadership and the Importance of Being a Good Communicator)

Institutional Service

College Assignments

Chair:

2008-2009 – 2009-2010: Effective Teaching Committee

2001-2002: Effective Teaching Committee

Faculty Sponsor:

2009-2010: Society for Human Resource Management (SHRM)

1989-1990 – 2005-2006: Alpha Kappa Psi

Member:

2009-2010: Strategic Management Committee

2008-2009 – 2009-2010: COBA Dean's Advisory Committee

2008-2009 – 2009-2010: COBA Career Fair Committee

2000-2001 – 2009-2010: Beta Gamma Sigma Committee

2007-2008: COBA Deans Advisory Committee

2004-2005 – 2007-2008: Effective Teaching Committee

2003-2004 – 2007-2008: Student Retention Committee

2004-2005 – 2006-2007: AACSB Participants Standards (Faculty and Staff Educational Responsibility) Committee

2003-2004: AACSB Participant Standards (Faculty-Faculty and Staff Educational Responsibility) Committee

2000-2001 – 2001-2002: Beta Gamma Sigma - Nominating Committee

2000-2001: Effective Teaching Committee

2000-2001: COBA Newsletter

University Assignments

Member:

2004-2005 – 2006-2007: Excellence in Teaching Committee

2001-2002: Registration Committee

1998-1999 – 2000-2001: Excellence in Teaching Committee

Professional Service

Invited Lecture

2002 – 2004: Sam Houston State University Law Enforcement Management Institute of Texas, San Antonio, Texas (Local). Presentation entitled (Strategic Management and Human Relations Seminar)

2002: Drug Enforcement Administration of the United States Department of Justice (Local). Presentation entitled (Strategic Management Symposium/HRD Seminar)

Keynote Address

2002: Huntsville Kiwanis Club (Local).

2002: Texas Department of Criminal Justice (Local). Conference on Ethics entitled (Applied Practical Ethics in the Real World)

2000: Houston Area Consortium of Career Centers, Houston, Texas (Local). Presentation entitled (Strategic Management & Career Planning)

Other Professional Service Activities

2003: Rice University, Del Lago, Texas (Local). Presented workshop entitled for Career Services (Leadership, Teamwork, and Synergy)

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