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**SUMARY of HABILITATION DISSERTATION in ENGLISH**

**Managerial Strategic Insights: Crisis Handling, Nonmarket  
Strategies, and Pedagogical Contributions**

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## Overview

John Parnell's habilitation thesis, *Managerial Strategic Insights: Crisis Handling, Nonmarket Strategies, and Pedagogical Contributions*, presents a compelling synthesis of a distinguished academic career that bridges scholarly rigor with practical engagement. The work is rooted in three mutually reinforcing pillars: **pedagogical leadership**, **strategic management research**, and the **applied impact of nonmarket and crisis strategies**. These areas are not treated in isolation but linked to reflect the holistic nature of Parnell's academic philosophy—one that values knowledge creation, dissemination, and real-world application in equal measure.

Over the span of several decades, Parnell has cultivated a deeply international academic presence, serving in leadership and teaching roles across the United States, Europe, Latin America, and Asia. His pedagogical approach emphasizes not just knowledge transmission, but also mentoring, cross-cultural learning, and institutional development. His work demonstrates a clear commitment to nurturing the next generation of business leaders while also reimagining business education to meet the demands of a complex, globalized world.

Parallel to his teaching, Parnell has contributed abundantly to the field of **strategic management**, with more than 400 academic publications and an h-index that places him among the most cited scholars in his domain. His research tackles pressing issues such as organizational adaptability, strategy formulation, and firm performance, particularly under conditions of uncertainty. Of special note is his pioneering work in **nonmarket strategy (NMS)**, where he explores the interplay between market mechanisms and political, social, and regulatory dynamics. By addressing both ethical considerations and strategic imperatives, Parnell adds critical nuance to ongoing debates about the role of business in society.

Complementing his focus on nonmarket issues is a robust research agenda in **crisis management**. Parnell has been a leading voice in defining organizational crisis readiness, drawing connections between environmental turbulence, managerial perception, and strategic response. His findings—particularly those related to small and medium-sized enterprises (SMEs)—have influenced both academic discourse and managerial practice.

Equally significant is Parnell's role as an **editor and academic leader**, where he has shaped scholarly communities through journal editorships, conference contributions, and extensive peer review service. He views the academic enterprise as a shared endeavor, characterized by intellectual generosity, rigor, and a commitment to integrity.

The habilitation thesis ultimately stands as a testament to a career defined by **intellectual scale, depth of inquiry, and a deep-seated belief in the transformative power of education and strategic thinking**. It not only documents Parnell's extensive body of work but also outlines a forward-looking vision for scholarship that is both theoretically grounded and practically impactful.

## 1. Pedagogical Activities and Academic Leadership

Professor John Parnell's academic journey is deeply rooted in a lifelong commitment to education, both as a transformative personal endeavor and as a public good. Holding **dual doctoral degrees**—one in **Business Strategy** and another in **Administration & Public Policy**—he has cultivated a rich and expansive teaching career that spans **North America, Europe, and Latin America**. His global pedagogical footprint reflects not only his versatility as an educator but also his belief in the universality of strategic thinking and ethical leadership.

Among his most distinguished appointments, he served as the **William Henry Belk Endowed Chair in Management** at the University of North Carolina at Pembroke, where he played a pivotal role in elevating the School of Business's academic profile. He also served as **Interim Dean**, contributing to curriculum reform, faculty development, and institutional advancement. Currently, he holds the title of **Alumni Eminent Scholar of Business** at the University of North Alabama, where he continues to inspire students and faculty alike through dynamic teaching and visionary academic leadership.

At the heart of Prof. Parnell's pedagogical mission is a commitment to **globalized instruction**. Through formal affiliations with leading institutions such as the **Bucharest University of Economic Studies in Romania**, **Anáhuac University in Mexico**, and **Centrum Católica Graduate Business School in Peru**, he has brought a cross-cultural dimension to business education. His teaching methodology embraces both theoretical rigor and practical relevance, offering students a nuanced understanding of strategic management in diverse organizational and socio-political contexts.

His commitment to **experiential learning** is equally pronounced. Prof. Parnell has spearheaded applied learning projects that bridge academia and the public sector, including consulting collaborations with the **North Carolina Department of Transportation**, local economic development initiatives, and nonprofit organizations. These engagements provide students with opportunities to tackle real-world problems, engage in strategic decision-making, and understand the ethical implications of managerial action.

In his roles as **academic leader and institutional builder**, Prof. Parnell has been instrumental in shaping academic communities. He has organized **faculty research seminars**, curated **distinguished speaker series**, and developed **international exchange programs** that foster cross-border academic collaboration. His efforts have consistently enhanced the intellectual life of the institutions he serves, promoting scholarly dialogue and intercultural exchange.

Finally, Prof. Parnell is a **passionate advocate of lifelong learning**, not only in the formal classroom but also through mentorship and professional development. He has guided emerging scholars, doctoral students, and junior faculty, helping them navigate the complexities of academic careers while instilling a deep appreciation for research excellence and ethical inquiry. His work in this domain reflects a pedagogy of empowerment—one that sees education as a means of cultivating critical thinkers, responsible leaders, and agents of positive change.

## 2. Academic Contributions and Strategic Insights

Professor John Parnell has established himself as a prolific and influential scholar, with over 400 publications, more than 18,000 citations, and an h-index of 50—evidence of the depth and impact of his academic work. His research portfolio spans multiple continents and methodological approaches yet remains unified around four central and interrelated themes: nonmarket strategy, crisis management, literature assessment and pedagogical innovation, and the development of strategic management textbooks and executive education frameworks.

A significant portion of Professor Parnell's scholarship has focused on the field of **Nonmarket Strategy (NMS)**. In contrast to traditional market-based approaches that prioritize customer satisfaction, cost efficiency, and product quality, NMS encompasses the ways in which firms interact with political institutions, regulators, and broader societal stakeholders. Parnell's work critically interrogates the boundary between ethical institutional partnerships and problematic forms of cronyism. His empirical studies across diverse contexts—including China, South Africa, Ghana, Malaysia, and the United Kingdom—demonstrate how different national environments mediate the effectiveness of nonmarket strategies. One of his key findings is the differential impact of social and political NMS: while socially driven initiatives (e.g., corporate social responsibility and community engagement) tend to have a positive effect on firm performance, political strategies (e.g., lobbying or regulatory manipulation) yield more ambiguous results. His 2018 book, *Nonmarket Strategy in Business Organizations: A Global Assessment*, published by Springer, synthesizes findings from ten national contexts and offers an integrative framework for scholars and practitioners alike.

Equally impactful is Parnell's body of work on **Crisis Management**. He has been a pioneering figure in exploring how organizations—particularly small and medium-sized enterprises (SMEs)—prepare for and respond to unexpected disruptions. His research reveals a paradox: SMEs often report a higher awareness of potential crises but lack the structural and financial capacity to respond effectively. His empirical analyses highlight several key variables that influence crisis preparedness, including market turbulence, firm size, innovative capacity, and perceived likelihood of crisis (PLC). His 2021 solo-authored study, *An Ounce of Prevention*, published in the *American Business Review*, shows a clear link between crisis readiness and both financial and non-financial performance, emphasizing the strategic value of investing in resilience. In addition to his academic articles, Parnell co-authored the textbook *Strategic Crisis Management* (5th edition, 2024), which is now widely adopted in business and management programs worldwide. The book integrates theory and application, making it a foundational text for students and practitioners dealing with crisis strategy in a volatile global environment.

Parnell has also made substantial methodological contributions in the area of **literature assessment and pedagogical research**, helping to map the intellectual evolution of strategic management. Collaborating with scholars such as Mehmet Köseoglu and Melissa Yan Yee Yick, he has employed advanced tools like VOSviewer, citation analysis, and network mapping to assess how specific topics—especially Corporate Social Responsibility (CSR)—have permeated and shaped the field. Their 2021 paper in the *Journal of Cleaner Production* identified four distinct clusters of CSR research within strategic management, while highlighting gaps and opportunities for future work, particularly concerning the integration of the “triple bottom line” (social, environmental, and financial outcomes). Another study

published in *Scientometrics* introduced a novel index for evaluating the maturity level of academic fields, using co-citation analysis to visualize how thought leadership evolves over time. These contributions provide valuable insights not only for researchers but also for journal editors, curriculum designers, and academic institutions aiming to track and shape disciplinary trends.

In parallel with his research and methodological innovation, Parnell has authored a series of **highly regarded textbooks** that bridge academic scholarship and real-world application. His most widely used work, *Strategic Management: Theory and Practice* (7th edition, 2024), synthesizes classical frameworks with emerging challenges such as digitalization, stakeholder capitalism, and global risk. His co-authored textbooks on crisis management further enhance his reputation as a leading educator in this space. In 2022, Parnell introduced the concept of “**Strategic Doing**”, a flexible, network-based alternative to traditional strategic planning. Unlike rigid hierarchical models, Strategic Doing encourages leaders to identify and leverage underutilized assets within complex systems—an approach particularly suited for nonprofit organizations, civic coalitions, and rapidly changing environments. This model reflects a shift from linear execution to iterative, collaborative innovation, and has gained traction in both academic and practitioner communities.

Taken together, these four domains of research and writing reflect a coherent intellectual vision: one that prioritizes strategic adaptability, institutional integrity, interdisciplinary learning, and the transformative power of applied knowledge. Professor Parnell’s work offers not only empirical and theoretical insights but also pedagogical tools and practical frameworks that empower organizations to thrive in uncertain environments. His contributions have advanced the fields of strategic management, crisis studies, and organizational theory while fostering a more ethical, informed, and responsive practice of management education across the globe.

### 3. Editorial Roles and Academic Service

A cornerstone of Professor John Parnell’s academic legacy lies in his extensive and sustained service to the scholarly community. Beyond his prolific research and teaching contributions, Parnell has played a pivotal role in shaping the contours of academic discourse through editorial stewardship, peer review, and institutional engagement. His commitment to advancing knowledge is evident not only in what he publishes, but also in how he curates, evaluates, and elevates the work of others.

Parnell has served on the editorial boards of numerous reputable journals, including the *Journal of Business Strategies*, *Management Decision*, and *Tourism Management*. In these roles, he has contributed to the development of editorial policy, the refinement of review standards, and the cultivation of emerging themes in strategic management and organizational studies. His editorial involvement reflects a deep understanding of the evolving dynamics of academic publishing and an unwavering commitment to maintaining scholarly rigor.

In addition to his formal editorial appointments, Parnell has acted as an ad hoc reviewer for dozens of international journals, covering diverse domains such as crisis management,

international business, ethics, and entrepreneurship. His peer reviews are consistently recognized for their clarity, constructiveness, and intellectual depth, often providing authors with meaningful guidance that strengthens both the content and theoretical framing of their work. His efforts have been formally acknowledged through multiple accolades, including Outstanding Reviewer Awards from respected academic journals and professional associations. These honors underscore not only the quality of his contributions but also his mentorship ethos, which views the review process as a collaborative space for academic development.

Parnell's service extends beyond editorial work to include active engagement in scholarly associations, where he has fostered dialogue, collaboration, and knowledge exchange across disciplines and regions. His long-standing memberships in esteemed bodies such as the Academy of Management, the Strategic Management Society, and Beta Gamma Sigma—the international honor society for business scholars—attest to both the recognition he has received from peers and his dedication to professional community-building. These affiliations have provided him with platforms to present his research, mentor junior scholars, and participate in strategic planning for the future of management education and research.

Taken together, Professor Parnell's editorial and academic service demonstrates a holistic vision of scholarship—one that values not only the generation of new knowledge but also the infrastructure that sustains intellectual exchange. Through his editorial leadership, thoughtful peer review, and institutional involvement, he has helped uphold the integrity of academic publishing while championing a collaborative, inclusive, and forward-thinking scholarly culture.

#### **4. Public Engagement and Future Outlook**

Professor John Parnell's commitment to the real-world application of academic knowledge extends well beyond the walls of the university. Over the past two decades, he has appeared on over 100 episodes of *The Wilkow Majority*, a widely broadcast radio program on Sirius XM hosted by Andrew Wilkow. In these appearances, Parnell has shared his insights on topics ranging from economic trends and global business strategy to educational reform and organizational leadership. His ability to distill complex theories into accessible language has resonated with diverse audiences, including business professionals, policymakers, and the general public. This media presence underscores his passion for bridging the gap between academic research and societal impact, and reflects his belief that scholars have a responsibility to engage with broader discourses beyond the confines of academic journals and conferences.

Looking ahead, Professor Parnell envisions a future that continues this trajectory of strategic integration, practical innovation, and pedagogical evolution. His future plans articulate a dynamic research and teaching agenda that remains responsive to emerging global challenges:

- Expanding integrative strategic models: Parnell aims to further develop theoretical frameworks that combine market-based and nonmarket-based approaches. By examining the interplay between firm strategy, institutional environments, and

stakeholder networks, he seeks to offer actionable models that organizations can use to navigate complexity in both developed and emerging economies.

- **Advancing executive doctoral education:** Recognizing the growing demand for applied scholarship among senior professionals, Parnell is actively working to design and deliver executive doctoral programs that translate cutting-edge academic research into organizational practice and strategic leadership. These programs are intended to serve as bridges between theory and action, equipping high-level practitioners with the tools to enact transformative change within their institutions.
- **Exploring pedagogical applications of strategic resilience:** Building on his crisis management research, Parnell is particularly interested in the pedagogical dimensions of resilience—how individuals and institutions learn, adapt, and grow in response to adversity. He plans to explore this theme with a special emphasis on the Global South, where resource constraints and systemic volatility present unique challenges and opportunities for innovative teaching and learning approaches. His work in this area will likely involve cross-cultural partnerships, curriculum co-design, and the integration of resilience thinking into business education frameworks.

Through these initiatives, Professor Parnell aims to continue shaping the future of strategic management education and research—not only by responding to current realities, but by anticipating the needs of tomorrow’s leaders, organizations, and communities. His forward-thinking vision is firmly grounded in a career defined by scholarly excellence, ethical engagement, and a persistent drive to translate insight into impact.

## **Conclusion**

Professor John A. Parnell’s habilitation thesis stands as both a deeply personal academic narrative and a strategic roadmap for the future of business scholarship. It captures a career distinguished not only by its breadth of inquiry but also by its coherence, purpose, and sustained relevance across borders and disciplines. At its core, the thesis reflects a commitment to bridging the worlds of theory and practice, offering insights that are as intellectually rigorous as they are practically applicable.

Through his cross-national research in crisis management, nonmarket strategy, and applied pedagogy, Professor Parnell has emerged as a leading voice in the field of strategic management. His comparative work in regions such as China, South Africa, and Latin America has illuminated the importance of contextual sensitivity in both organizational resilience and strategic decision-making. Whether examining how firms navigate institutional environments or how educators design curricula in volatile settings, his work consistently reveals a deep understanding of complexity and an ability to generate actionable knowledge.

What sets Professor Parnell’s academic journey apart is his integration of research, teaching, and public engagement into a unified vision of scholarship. His textbooks and pedagogical innovations are not mere supplements to his research—they are vehicles through which

knowledge is democratized and applied in real-world settings. His media outreach and consulting work reinforce this orientation, reflecting a belief that the true value of scholarship lies in its capacity to inform, empower, and transform.

At a time when global challenges demand flexible thinking, ethical leadership, and interdisciplinary collaboration, Professor Parnell's thesis offers a compelling call to action. He advocates for a strategic approach to management education that is not only academically sound but also ethically grounded and socially responsive. His vision is one of engaged scholarship—rooted in empirical evidence, responsive to global diversity, and committed to building resilient organizations and inclusive societies.

In sum, this habilitation thesis is more than a record of academic achievement—it is a manifesto for meaningful, impact-driven scholarship. It invites the academic community to rethink the role of business research and pedagogy in shaping a more adaptive, thoughtful, and humane world.