

Mary Ann Hazen

CURRENT POSITION

Professor of Management
College of Business Administration, University of Detroit Mercy

EDUCATION

Ph.D., Organizational Behavior, Case Western Reserve University, 1984
Dissertation: Dialogue as a Critical Factor in Planning for Social Systems.
Chair: David Kolb

Post Graduate Training Program, Gestalt Institute of Cleveland, 1972-1975

M.S.W., University of Michigan, 1969

A.B., Sociology, Ursuline College for Women, 1967

ACADEMIC POSITIONS

Associate Professor, Management, College of Business Administration,
University of Detroit Mercy, 1995 - 2005

Assistant Professor, Management, College of Business Administration,
University of Detroit Mercy, 1989-1995

Assistant Professor, Business Administration, University of Wisconsin Green
Bay, 1984-1989

Adjunct Lecturer, Organizational Behavior, Cleveland State University, 1984

Instructor/Teaching Assistant, Case Western Reserve University, 1978-1983

AWARDS

Beta Gamma Sigma

Research Leave, University of Detroit Mercy, Fall Term I, 2000

President's Award for Faculty Excellence, College of Business Administration,
University of Detroit Mercy, 1996-1997

Award for Excellence, Best Paper Award, *Journal of Organizational Change
Management*, 1993

University of Detroit Mercy College of Business Administration Summer
Research Grants, 1989 - 1999

Outstanding Faculty Member for Excellence in Communication, University of
Wisconsin-Green Bay Communications Research Center, 1988-1989

COURSES TAUGHT

Graduate Courses

Management Development
 The Manager and Social Responsibility
 Organizational Behavior
 Management and Organization Theory
 Valuing Diversity
 Women in Business
 Organizational Change and Development
 Personal Development and Social Responsibility

Undergraduate Courses

Leadership and Group Performance
 Business and Society
 Introduction to Management
 Organization Theory
 Learning How to Learn
 Small Groups/T-Group
 Organizational Management
 Organizational Leadership

Articles in Refereed Journals:

- Hazen, M. A., "Silences, Perinatal Loss, and Polyphony: A Postmodern Perspective." *Journal of Organizational Change Management* 19, 2, 2006, 237 - 249
- Hazen, M. A. and Higby, M. "Teaching an Issues-based Interdisciplinary Course: Diversity in Management and Marketing." *Journal of Management Education*, 29(3), June, 2005, 403 - 426.
- Hazen, M. A. and Isbey, J. A., "Soul Making at Work: Images of the Intrapersonal Organization." *The International Journal of Transpersonal Studies*, 2, 2004, 106 - 113.
- Hazen, M. A., Cavanagh, G. F., and Bossman, L. "Teaching with Mission: Personal Development, Team Building, and Social Responsibility." *Journal of Business Ethics*, 51(4), 373 - 386, 2004.
- Hazen, M. A. "Societal and Workplace Responses to Perinatal Loss: Disenfranchised Grief or Healing Connection." *Human Relations*, 56(2), 147 - 155, 2003.
- Savage, C. and Hazen, M. A. "Challenges in Creating Reflective OD Consumers: Distilling the Essence of Organizational Development for Non-OD Specialists." *Organizational Development Journal*, Winter, 2002.
- Hazen, M.A., "A Response to 'The Revolt against Cultural Authority: Power/knowledge as an Assumption of Organization Theory,'" *Human Relations*, 50(9), 1997.
- Van Buskirk, W., E. Kruger, and M.A. Hazen, "Finding Your Questions: Final Exams for Reframing Knowledge," *Journal of Management Education*, 19(4), 458 - 472, 1995.
- Hazen, M.A., "Multiplicity and Change in Persons and Organizations," *Journal of Organizational Change Management*, 7(6), 1994, 72-81.
- Hazen, M.A., "A Radical Humanist Perspective of Interorganizational Relationships," *Human Relations*, 47(4), 1994, 393-415.
- Hazen, M.A. "Toward Polyphonic Organization," *Journal of Organizational Change Management*, 6(5), 1993. Award for Excellence: Best Paper of the Year Award.

Hazen, M.A., "Learning How to Learn: An Experiment in Dialogue," *Organizational Behavior Teaching Review*, 12(2), 1987-88, 72-85.

Hazen, M.A., "Dialogue as a Process of Integration in Human Systems," *Consultation: An International Journal*, (2), 1987, 119-130.

Other Publications

Cavanagh, G. F., S. J. and Hazen, M. A., "Spiritual Discernment Supports Sustainability," in Spirituality in Business: Theory, Practice and Future Directions, Gerald Biberman and Len Tischler, Eds. Palgrave Macmillan. In Press.

Cavanagh, G. F., S. J., Hazen, M. A., Simmons, B. & Berdish, D. "Ford Motor Company, Human Rights and Environmental Integrity," in Peace through Commerce: Responsible Corporate Citizenship and the Ideals of the U. N. Global Compact, Oliver F. Williams, Ed. University of Notre Dame Press. In Press.

Hazen, M. A. Service learning in diverse teams. Business Research Yearbook: Global Business Perspectives XII(1) (Proceedings of peer-reviewed conference, International Academy of Business Disciplines) April, 2005.

Hazen, M. A. "Creating Dialogue with a Leader," in Shani, A. B. *Behavior in Organizations*, 2000 (and previous editions).

Hazen, M.A., "The Pyramid and Power: Exploring an Archetype," *Proceedings*, National Institute for Behavioral and Applied Management Meeting, Orlando, FL, October, 1998.

Hazen, M.A. & D. Barry, "Do You Take Your Body to Work?" in Boje, D.M., R.P. Gephart, Jr. & T.J. Thatchenkery (Eds.) *Postmodern Management and Organization Theory*, Thousand Oaks, CA: Sage, 1996.

Akinnusi, D., L. Detterman, R. Estevez, E. Fisher, M.A. Hazen, D. Kolb, D. O'Connor, and M. Spain, "Managing Diversity," in Kolb, D.A., I. M. Rubin and J. Osland, *Organizational Behavior: An Experiential Approach*, sixth edition, Englewood Cliffs, NJ: Prentice Hall, 1995 (Also in fourth and fifth editions.)

Bossmann, L., M.A. Hazen, J.E. Smith and A. Walton, "Work in Progress: A Content Analysis of Three Response Formats to a Simulation Exercise for Managerial Skills Assessment," *Proceedings*, Midwest Division of the Academy of Management 36th Annual Meeting, April, 1993.

Hazen, M.A., "Toward Polyphonic Organization," *Proceedings*, Administrative Leadership: Lessons from Liberal Learning Conference, Pace University, White Plains, NY, 1991.

Hazen, M.A., Review of Sonnenstuhl, W. *Inside an Emotional Health Program: A Field Study of Workplace Assistance for Troubled Employees*. *Administrative Science Quarterly*, 32 (4), 1987.

Published Working Papers:

Hazen, M.A., "Organizational Change and the Gestalt Concept of the Experiment as Safe Emergency," University of Detroit Mercy College of Business Administration, Working Paper 1997-1.

Clampitt, P., M.A. Hazen and L. Lemke, "Thought Patterns of Communicatively Effective Managers." College of Business Administration, University of Detroit Mercy, 92-4.

Hazen, M.A., "Dialogue: A Method of Inquiry and Transforming Process in a Loosely Organized System." University of Detroit, College of Business and Administration, 89-17.

Peer-Reviewed Presentations:

Hazen, M. A. & Cavanagh, G. F., S. J., "Think locally, act locally, impact globally," virtual global presentation, Business as an Agent of World Benefit: Management: Knowledge Leading to Positive Change Global Forum, Case Western Reserve University, October 22-25, 2006.

Hazen, M. A., "Finding Hope: What I (and My Students) Learned from Katrina, Rosa Parks, and the Homeless." National Organizational Behavior Teaching Conference, Nazareth College, Rochester, NY, June, 2006.

Hazen, M. A. "Integrating Service Learning through Reflection and Action." Commitment to Justice Conference, John Carroll University, Cleveland, October, 2005.

Hazen, M. A., C. M. Savage, and J. Harris, "Models, Methods, and Techniques for Increasing Student Participation in Class," North American Management Society, Midwest Business Administration Association, Chicago, March, 2004.

Hazen, M. A., "Integration in a Gateway Course: Personal Development, Team Building, and Social Responsibility," Symposium, Management Education and Development Division, National Academy of Management Meeting, Denver, August, 2002.

Cavanagh, G. F., S. J., M. A. Hazen, & L. Bossman, "A Gateway MBA Course: Personal Development and Social Responsibility." Colleagues in Jesuit Business Education Conference, Philadelphia, July, 2002.

Hazen, M. A. & M. Higby, "Team Teaching Issues-Related Courses across Disciplines," Midwestern Academy of Management Meeting, Management Education and Development, Toledo, OH, 2001.

Hazen, M.A., "Dialogue as a Path of Change and Development in a Pluralistic World," National Academy of Management Meeting, Organizational Development and Change Division, Chicago, August, 1999.

Hazen, M.A. & M. Higby, "Women in Business: Elements, Issues and Interactions," National Organizational Behavior Teaching Conference, New Mexico State University, June, 1999.

Hazen, M.A., "Organizational Change and the Gestalt Concept of the Safe Emergency," National Academy of Management Meeting, Organizational Development and Change Division, Boston,

MA, August, 1997.

- Hazen, M.A., "Creating a Goals Notebook," National Organizational Behavior Teaching Conference, Case Western Reserve University, Cleveland, OH, June, 1997.
- Hazen, M.A., "Finding Your Dreams and Learning From Them," National Organizational Behavior Teaching Conference, Keene State College, Keene, NH, 1996.
- Hazen, M.A. and J. Isbey, "Soul Making at Work: Images and Dialogues of the Intrapersonal Organization," Conference on Jungian and Archetypal Approaches to Organizational Behavior, Creighton University, Omaha, NB, October, 1994.
- Bossmann, L. and M.A. Hazen, "Assessing Learning Outcomes for Managerial Skills," ORSA/TIMS National Meeting, Detroit, October, 1994.
- Hazen, M.A. and J. Isbey, "Giving Voice to the Spirit: Soul Making and Organizational Change," National Academy of Management Meeting, Dallas, TX, August, 1994.
- Hazen, M.A., "Energize Your Teaching: Dialogue With Your Work," National Organizational Behavior Teaching Conference, University of Windsor, Windsor, Ontario, Canada, June, 1994.
- Bossmann, L., M.A. Hazen, J. Murray, III, S. Payne and M. Reardon, "A Comparison of Response Alternatives Using a Management Situation Simulation," 20th International Congress on the Assessment Center Method, Colonial Williamsburg, VA, 1992.
- Clampitt, P., L. Lemke and M.A. Hazen, "Thought Patterns of Effective Organizational Communicators," International Communication Association, Chicago, IL, 1991.
- Morse, S., T. Denton, and M.A. Hazen, "Managing Diversity," Organizational Behavior Teaching Conference, University of Richmond, Richmond, VA, 1990.
- Hazen, M.A., "Integrating Personal and Political Change," Social Change in the 90's Conference, St. Paul, MN, 1990.
- Clampitt, P. and M.A. Hazen, "New Communication Technologies: Implications for How We Teach About Organizations," Organizational Behavior Teaching Conference, University of Minnesota, Minneapolis, MN, 1989.
- Hazen, M.A., "A Workshop: Using Dialogue as an Integrative Process," Seventh Annual Conference on Women and Organizations, California State University, Long Beach, CA, 1988.
- Hazen, M.A., "Reaching Closure on Small Group Experiences: An Exercise and Discussion," National Organizational Behavior Teaching Conference, Loyola Marymount University, Los Angeles, CA, 1988.
- Hazen, M.A., "Dialogue with an Organization," National Organizational Behavior Teaching Conference, Bentley College, Waltham, MA, 1987.

Hazen, M.A., "Dialogue and its Importance to Management Education and to Organizational Development," Joint Symposium for Management Education and Organizational Development Divisions, National Academy of Management Meeting, Chicago, IL, 1986.

Hazen, M.A., "Learning How to Learn: An Experiment in Dialogue," National Organizational Behavior Teaching Conference, Pepperdine University, Malibu, CA, 1986.

Gordon, B., C. Sparer and M.A. Hazen, "The Use of Organizational Development in a Health Care Setting," National Ambulatory Pediatric Association Meeting, San Antonio, TX, 1980.

Invited Presentations

Hazen, M. A., "Teaching Diversity in MBA Programs," Professional Development Workshop, "Teaching Courses on Diversity in Organizations", Academy of Management, Philadelphia, PA, August, 2007.

Cavanagh, G. F., S. J., Hazen, M. A., Simmons, B. & Berdish, D., "Ford Motor Company, Human Rights and Environmental Integrity," Peace through Commerce: Partnerships as the New Paradigm Conference, Notre Dame University, November 12 – 14, 2006.

Hazen, M. A. & K. R. Bartos, "Models of Groups over Time," Fielding Graduate Institute, Ann Arbor Cluster Group, September, 2003.

Hazen, M. A. & G. F. Cavanagh, S. J.: MBA 521: Personal Development and Social Responsibility," Jesuit Social Justice Conference, Loyola University of Chicago, October, 2002.

Hazen, M. A. "Dialogue." Fielding Graduate Institute, Ann Arbor Cluster Group, Spring, 2001.

Work In Progress

"Grief and the Workplace"

Savage, C. M. & M. A. Hazen, "Models, Methods, and Techniques for Increasing Student Participation in Class."

Service to the Profession

Associate Editor: Journal of Management Education 2007 - present.

Editorial Board: *Journal of Organizational Change Management*. 1996 - 2001

Paper Reviewer:

Journal of Organizational Change Management, 1995-2007.

Human Relations, 1995-2007.

Journal of Management Education, 1997, 1999, 2005 – 7.

Multinational Business Review, 1996, 1998, 1999.

Academy of Management Review, 1992-1994, 2000.

Academy of Management National Meeting, Organizational Development and Change Division, 1986-2007.

Organizational Behavior Teaching Conference.
 Institute for Behavioral and Applied Management National Meeting, 1998.
 International Academy of Business Disciplines, 2005
 External Examiner, Ph.D. Dissertation for Sara Orem, Fielding Graduate Institute, 2003

Book Reviewer:

Proposal for new Organizational Behavior textbook. Sage Publications, 2007.
 Hitt, M., L. Porter, S. Black, *Management*, Prentice Hall, 2004.
 Verser, Aldag & Inderrieden, *Organizational Behavior*, Dryden Press, 1997.
 Weiss, J.W., *Organizational Behavior and Change: Managing Diversity, Cross-cultural Dynamics, and Ethics*, Minneapolis/St. Paul: West Educational Publishing, 1996.
 Clampitt, P.G., *Communicating for Managerial Effectiveness*, Newbury Park: Sage, 1991.
 Organ, D.W. and T.S. Bateman, *Organizational Behavior, fourth edition*, Homewood, IL: Irwin, 1991.

Session Chair/Discussant:

“Narrative, Metaphor, and Discourse,” Session Chair, Organizational Development and Change Division, Academy of Management Meeting, Philadelphia, PA, August, 2007.

“Organizational Practices in the Midst of Chaos,” Division II, National Institute of Behavioral and Applied Management Meeting, Orlando, FL, October, 1998.

“Leading Organizational Transformation I,” Organizational Development and Change Division, National Academy of Management Meeting, Cincinnati, OH, 1996.

"Organizational Boundaries and Organizational Change," Organizational Development and Change Division, Academy of Management National Meeting, Atlanta, GA, 1993.

"Schemes, Frames, Chaos and the Change Process," Organizational Development and Change Division, National Academy of Management Meeting, Miami, FL, 1991.

"Reconceptualization in Organization Development," Organizational Development and Change Division, National Academy of Management Meeting, San Francisco, CA, 1990.

"Future Trends," International Academy of Management and Marketing Meeting, Detroit, 1991.

"Identifying Levers and Incentives for Change," Organizational Development and Change Division, National Academy of Management Meeting, Anaheim, CA, 1988.

Member:

Academy of Management
 Organizational Behavior Teaching Society
 Fritz Roethlisberger Memorial Award Selection Committee, OBTS, 1998.

Service to the College of Business Administration, University of Detroit Mercy:

Strategic Planning Committee, 2000-2008; Chair, 2002-2007.
 Library Liaison, Management, 2004-08.
 Assessment Committee, 2002-03.
 Review Task Force, AACSB Self Study Document, 2002-03.

Academic Program Manager, MBA Program, 1998-99
 Chair, AACSB Reaccreditation Committee, 1997-99.
 Convener, Task Force on Mission Redevelopment, 1998.
 Chair, Graduate Standards and Curriculum Committee, 1991-95; Member, 1989-97; 1998-99.
 Member, Ad Hoc Committee, Outcome Assessment Program, 1991.

Service to the University of Detroit Mercy:

McNichols Faculty Assembly, Member, 2005-07.
 Graduate Program Review Committee, Member, 2005-08
 Entrepreneurial Team, Member, 2005-06
 Faculty Development Committee, Member 2003-05; Co-chair, 2004-05.
 Member, Advisory Board, Leadership Development Institute, 1995-99.
 Chair, Search Committee for the Dean of the College of Education and Human Services, 1998.
 Member, Faculty Awards Committee, 1997-1998.
 Libraries/Media Services Task Force on the Transition of Media/Instructional Design and Support Services, 1995-96.
 Member, Urban Health Education Center, Common Competency Work Group:
 Economics/Management, 1995-96.
 Member, Task Force to develop proposal to the Kellogg Foundation for Leadership Development Institute, 1992-1994.
 Member, Core Curriculum Committee, 1991-1993.
 Member, Task Force for the North Central Focus Visit for reaccreditation of the newly merged University, 1991-1992.
 Member, Ad Hoc Committee to prepare for joint faculty meeting between Mercy College of Detroit and University of Detroit, 1990.

Consulting Experience

Team Building, Kresge Foundation, 1995-98.
 Strategic Planning Workshop, School of Architecture, University of Detroit Mercy, 1993.
 Strategic Planning Workshop, Student Development, University of Detroit Mercy, 1993.
 Center for Jung Studies of Detroit, Program Committee, 1991.
 Peterson Shipbuilders, Sturgeon Bay, WI, 1986.
 Rainbow Babies and Children's Hospital, University Hospitals, Cleveland, OH, 1979-1983.
 Lake County Mental Health Center, Mentor, OH, 1983.
 Lake County Center on Alcoholism and Drug Abuse, Painesville, OH, 1978-1982.
 Coalition for Women's Shelter, Lake and Geauga Counties, OH, 1981.
 Navy Finance Center, Cleveland, OH, 1980-1981.
 National Bureau of Standards, National Engineering Laboratory, Rockville, MD, 1980

Social Work Experience

Psychotherapist, Free Clinic of Lake County, Mentor, OH, 1972-1979.
 Social worker, Cleveland Public Schools Kindergarten Enrichment Program, 1970-1971.
 Outpatient social worker, Cleveland State Hospital, 1969-1970.

