

Bushardt and Doty ‘Leading by Example’

Dynamic Duo also Enlists Services of David Glascoff

According to the University of Texas at Tyler website, [former](#) CoB management professors [Stephen Bushardt](#) and Harold Doty have [teamed](#) with another former CoBer, David Glascoff, who is now with Spring Hill College, to produce a 2011 publication for the *Journal of Organizational Culture, Communication and Conflict*. The title of the article is inserted below:

“Organizational Culture, Formal Reward Structures, and Effective Strategy Implementation: A Conceptual Model”

Sources tell USMNEWS.net that this article appears to be yet [another rehashing](#) of decades old research found on Bushardt’s vitae. Just two years ago, in 2007, Bushardt published the following with current CoB faculty David Duhon and John Lambert:

“Selecting a Better Carrot: Organizational Learning, Formal Rewards and Culture: A Behavioral Perspective”

Interestingly, this article was also published in the *JOCCC*. These articles [appear](#) to follow the [line](#) of [research from Bushardt](#) that [discusses](#) the [ineffectiveness of merit pay](#) and the usefulness of “heroes” [and](#) “storytellers” in shaping an organization’s culture. These dubious contributions have been discussed at length at USMNEWS.net over the past three [years](#). Finally, sources say the fact that Doty continues his recent practice of publishing only in journals of suspect quality, although now with Bushardt *and* now at his new school, is reminiscent of former CoB associate dean Farhang Niroomand’s ["leads by example"](#) game that was played for his new faculty shortly after becoming b-school dean at the University of Houston at Victoria back in 2009. With their own *JOCCC*, Bushardt and Doty are showing UTT b-schoolers “the way.” One can only wonder if the destination will be yet another failed AACSB attempt for this pair.