

Lila L. Carden, Ph.D., MBA, PMP

Doctor of Philosophy, Human Resource Development, Texas A&M University, College Station, Texas—*Ph.D.* 2007

Recipient, Texas A&M University Academic Fellowship—3 years (funded 100%)

Dissertation Title, Pathways to Managing Success for Moderately Defined Careers: A Study of Relationships Among Prestige/Autonomy, Job Satisfaction, Career Commitment, Career Path, Training and Learning, and Performance as Perceived by Project Managers

Master of Business Administration, (1991), Concentration in Finance, University of Houston – Central Campus, Houston, Texas

Bachelor of Business Administration, (1985), Accounting, Texas A&M University, College, Station, Texas

Certifications

Project Management Professional, Project Management Institute

Lean Six Sigma Green Belt Training, University of Houston, College of Technology, Department of Information & Logistics Technology, June 29, 2012

Lean Six Sigma Black Belt Training, University of Houston, College of Technology, Department of Information & Logistics Technology, September 1, 2012

Teaching Experience (University of Houston)

Instructional Associate Professor,
Technology Project Management
University of Houston, 2009-current

Course Instruction (University of Houston)

Organizational Leadership & Supervision Program:

- TELS 3340 *Organizational Leadership and Supervision*: A junior level course that focuses on the fundamentals of a supervisor. Students are taught contemporary organizational concepts, principles, and practices that include supervisory planning, leading, organizing, and controlling.
- TELS 4342 *Quality Improvement Methods*: A senior level course that introduces students to quality improvement methods for use in production and service operations. Key focus areas include concepts, methods, and tools for continuous improvement, including quality theory, standards, design, control, and assurance.

Project Management Program:

- TEPM 6301 – *Project Management for Technical Professionals* - A graduate level course that provides an overview of project management for technology-intensive workplaces. The basic tools of project management, including breakdown structure, scheduling, contracting, earned value analysis, and risk management, are described, as well as the elements that are critical to project success.
- TEPM 6303 – *Risk Assessment in Project Management*: A graduate level course that provides an overview of the basic components of risk as they pertain to technical projects: risk identification, risk impact analysis, risk response planning, mitigating risk, and risk management techniques.
- TEPM 6304 *Quality Improvement in Project Management*: A graduate level course that introduces methods for conducting quality improvement projects in production and service operations. Students are taught concepts, methodologies, and statistical analysis tools of quality improvement, including quality theory, standards, design, control, and assurance. Students are required to conduct a real-world improvement project.
- TEPM 6391 *Project Management Seminar*: This course will provide students with the opportunity to conduct academic research while providing them with experience directly related to project management. The course focuses on the dynamics and methodologies of project management. The student assumes the role of a project manager and will learn to demonstrate their ability to design, prepare a proposal, charter, project plan, execute and write the final thesis paper. Completing a major project that identifies and resolves important technology or technology leadership issues is the primary criteria for TEPM 6391/95.

Graduate Advising (University of Houston)

Master's Thesis Committees:

- Phu Ha, Project Management Master's Student Project: *Bauer College of Business – Customer Portal Security*, Committee Member: Fall '12- Spring '13.
- Carlos Gramajo, Project Management Master's Student Project: *Solar Cell Gold Contact Deposition Cycle Time Reduction Project*, Committee Member: Spring '12 – Fall '12.
- Travis Muckelroy, Project Management Master's Student Project: *Spectra Energy – Material Expediting Process Review*, Committee Member: Fall '12- Spring '13.
- Brett Riley, Project Management Master's Student Project: *Developing a Procedures Manual for a Consumer Lending Department: A Design for Six Sigma Case Study*, Committee Member: Fall '11 – Spring '12.
- Ryan Tyson, Project Management Master's Student Project: *Expanding Network Access using VPN and Security Evaluation*, Committee Member: Fall '11- Spring '12.

- Tamara Ward Thomas, Project Management Master's Student Project: *Communities' Technology Infrastructure*, Committee Member: Fall '11- Spring '12.

Teaching Experience (Continued)

Assistant Professor in Management,
Human Resources Management,
Houston Baptist University, 2007- 2009

Adjunct Professor,
Consulting and Professional Practice,
University of Houston – Central Campus, 2007

Visiting Assistant Professor,
Project Management in Organizations (EHRD 489 & 606)
Texas A&M University - 2007

Instructor and Course Designer, Undergraduate and Graduate level courses,
Project Management in Organizations
Designed two new courses for classroom and on-line, Texas A&M University, 2005- 2007

Developed Curriculum,
On-line Certification Project Management Course,
Texas A&M University, 2006

Adjunct Professor,
Accounting (ACC 2301 & ACC 4304) Accounting Department, College of Business,
University of Houston—Downtown, 1997-1999

Program Development

Interim Chair, Department of Management and Management Information Systems
Houston Baptist University, 2009

Director MS-HRM Program,
Houston Baptist University, 2008-2009

Developed Curriculum,
On-line Consulting Course,
University of Houston – Central Campus, 2007

Developed Curriculum,
On-line Certification Project Management Course,
Texas A&M University, 2006

Graduate Assistant,
Instructed students during tutorials and proctored exams
Department of Accountancy & Taxation, Bauer College of Business,
University of Houston— Central Campus, 1990-1991

Work History

Program Manager/Project Manager, Waste Management, Inc., Houston, Texas, 2000-2004
Project Lead—Business Processes, El Paso Energy, Houston, Texas, 1996-2000
Account Representative, Tenneco Energy, Houston, Texas, 1993-1996
Volume Analyst, Tenneco Energy, Houston, Texas, 1991-1993
Auditor, Texas General Land Office, Houston, Texas, 1987-1990
Staff Auditor, Peat, Marwick, Main & Co., Houston, Texas, 1985-1987

Professional Experience

Leadership & Human Resource Development

- **Led** project management methodology execution for business process reengineering and software development
- **Trained, supervised, and monitored** project teams
- **Organized, prioritized, and assigned** project tasks to team members
- **Prepared** performance reviews for project team members
- **Provided** performance feedback to project team members
- **Taught** traditional and non-traditional students analytical skills necessary to construct, understand, and apply financial statement concepts
- **Taught** traditional and non-traditional students Generally Accepted Auditing Standards, audit evidence and professional responsibilities

Consulting & Outreach

- **Provided** consulting services related to the adequacy of internal controls and business processes for natural gas pipeline operations
- **Performed** audit procedures to ensure financial statements were in compliance with Generally Accepted Accounting Principles
- **Audited** oil and gas royalty payments
- **Administered and monitored** third party vendor contracts
- **Coordinated and facilitated** communication with external vendors and internal network and infrastructure teams to design, code and test software installations
- **Collaborated** with Information Technology in providing infrastructure and system support for software installations and rollouts
- **Coordinated** development of test plans for software systems testing
- **Designed, developed, and executed** a high school mentorship program

Management and Supervision

- **Identified** and **implemented** strategic business objectives for various departments including Legal, Operations, Marketing, and Human Resource Development
- **Developed** and **managed** documentation of strategic business requirements
- **Recruited** project management team members
- **Developed** and **managed** over 20 project plans including project tasks and resource allocations
- **Prepared** and **communicated** project status documents for senior management
- **Oversaw** employee human resource technical support
- **Managed** natural gas contract renewal and renegotiation processes
- **Planned, supervised, and implemented** a stock option audit to ensure program compliance

Research Interests

Management

- Exploring the impacts of management-related issues on employees and organizations including ethics, workplace bullying, and risk management

Project Management

- Exploring project management as a strategic core competency in planning, organizing, and leading resources in obtaining organizational goals

Career Paths and Career Development

- Studying the influences of job satisfaction and career commitment on career paths and career development, performance and career success for professionals including project managers

Research Grants

Kovach, J. & **Carden, L.** (2012-2013). *The “Flipped” Classroom – Designing a Hybrid Course in Project Quality Management*. University of Houston Educational Technology/University Outreach Faculty Development Initiative Program (Award amount: \$4,000).

Conklin, A., Kovach, J., Cheng, V., Zant, R., Richardson, G., & **Carden, L.** (2011-2012). *Enhancing Student Retention and Writing Competency in the Technology Project Management Master’s Program*. University of Houston Educational Technology/University Outreach Faculty Development Initiative Program (Award amount: \$25,000).

Carden, L. (2006). *An Analysis of International Project Management Salary Survey Data for 2003 and 2005*. Project Management Institute (Award amount: \$100,000).

Referred Publications

- Carden, L., & Boyd, R.** (in press). Workplace bullying: Utilizing a risk management framework to address bullying in the workplace. *Southern Journal of Business & Ethics*.
- Riley, B., Kovach, J., & **Carden, L.** (in press). Developing a policies and procedures manual for a consumer lending department: A design for six sigma case study. *Engineering Management Journal*.
- Carden, L., & Boyd, R.** (2013). The workplace: Integrating Corporate Social Responsibility. *Mustang Journal of Business and Ethics*, 4, 17-27.
- Boyd, R., & **Carden, L.** (2012). Big brother is watching!: Corporate monitoring of employee social media in the workplace. *Southeast Case Research Journal*, 9(1), 23-28.
- Carden, L., & Boyd, R.** (2012). Corporate citizenship: An integrated operational approach. *Southern Journal of Business and Ethics*, 4, 57-66.
- Carden, L., & Boyd, R.** (2012). Ethical and Legal Considerations for Project Managers. *Mustang Journal of Business and Ethics*, 3, 10-23.
- Carden, L., & Boyd, R.** (2011). Workplace bullying: Project strategy. *Journal of Business and Educational Leadership*, 3(1), 71-82.
- Boyd, R., & **Carden, L.** (2011). Private eyes are watching you: They see your every move. *Southeast Case Research Journal*, 8(1), 31-37.
- Carden, L., & Boyd, R.** (2011). Integrating corporate social responsibility with risk management methodology: A strategic approach. *Southern Journal of Business and Ethics*, 3, 161-170.
- Carden, L., & Boyd, R.** (2010). Workplace bullying: An ethical context applying duty and outcome based approaches to human resource functions. *Southern Journal of Business and Ethics*, 2, 144-156.
- Carden, L., & Zimmerman, T.** (2010). Strategic human resource management: Going green. *Academy of Strategic Management Journal*, 9(2), 33-43.
- Boyd, R. & **Carden, L.** (2010). Workplace bullying: Does the devil wear prada? *Southeast Case Research Journal*, 7(1), 87-94.
- Carden, L.** (2010). A strategic view of resources. *Coastal Business Journal*, 9(1), 12-23.
- Carden, L., & Egan, T.M.** (2008). Does our literature support sectors that are newer to using project management? The search for quality publications relevant to nontraditional industries. *Project Management Journal*. 39(3), 6-27.

Carden, L., & Egan, T.M. (2008). Human resource development and project management: Key connections. *Human Resource Development Review*, 7(3), 309-339.

Carden, L., & Callahan, J.L. (2007). Leadership creation or organizational immersion? Identity and identification implications of a leadership development program. *Human Resource Development International*, 10(2), 169-186.

Technical Report

Carden, L. (2006). Report of PMI Project Management Salary Survey 2003 and 2005. Funded by Project Management Institute.

Refereed Conference Publications

Carden, L., & Egan, T.M. (2011). Perceived situational factors and career decision-making: Exploring career motivation theory. *Academy of Management Presentation*, San Antonio: AOM.

Carden, L., & Boyd, R. (2011). Workplace bullying: Project strategy. *Proceedings of the American Society of Business and Behavioral Sciences*, 1006-1016, Las Vegas, Nevada: ASBBS.

Carden, L., & Zimmerman, T. (2010). Strategic human resource management: Going green. In Nenninger, S. (Ed.). *Proceedings of the General Business Conference*, 193-206. Huntsville, Texas: SHSU GBA.

Boyd, R., & **Carden, L.** (2010). Workplace bullying: Does the devil really wear prada? In Cassidy, C.M. & Oatsvall, R. (Eds.). *Proceedings of the Southeast Case Research Association*, 6. Myrtle Beach, South Carolina: SECRA.

Carden, L., Egan, T.M., & Callahan, J. (2008). Perceived career paths and moderately defined roles: A study of project managers. In Chermack, T.J. & Storberg-Walker, J. (Eds.). *Proceedings of the Academy of Human Resource Development Conference*, 107-114. Panama City Beach, Florida: AHRD.

Carden, L., & Chandler, N. (2008). Business owners in the United States: Linking resource-based view with success. In Chermack, T.J. & Storberg-Walker, J. (Eds.). *Proceedings of the Academy of Human Resource Development Conference*, 562-569. Panama City Beach, Florida: AHRD.

Carden, L., & Chandler, N. (2007). Project management and software systems. In Nafukho, F. M, Chermack, T. J., & Graham, C. M. (Eds.). *Proceedings of the Academy of Human Resource Development Conference—Indianapolis, Indiana*, 1267-1274. Bowling Green, OH: AHRD.

Carden, L., & Egan, T.M. (2007). Human resource development and project management: Exploring connections. In Nafukho, F. M, Chermack, T. J., & Graham, C. M. (Eds.). *Proceedings of the Academy of Human Resource Development Conference—Indianapolis, Indiana*, 731-738, Bowling Green, OH: AHRD.

Carden, L., & Callahan, J.L. (2006). Project management salary predictors: Career development activities and extrinsic reward. In Poell, R.F. (Ed.), CD-ROM Proceedings of the *International Conference on HRD Research and Practice Across Europe*, 17-1. Tilburg, NL: University of Tilburg.

Carden, L., & Egan, T.M. (2006). Project management: History, theories, applications, and research. In Nafukho, F. M., & Chen, Hsin-Chih. (Eds.). *Proceedings of the Academy of Human Resource Development Conference—Columbus, Ohio*, 1347-1354. Bowling Green, OH: AHRD.

Callahan, J., Whitner, K., Mathis, R., & **Carden, L.** (2006). Messages to the profession: A discursive content analysis of training and development tables of contents. In Nafukho, F. M., & Chen, Hsin-Chih (Eds.). *Proceedings of the Academy of Human Resource Development Conference—Columbus, Ohio*, 943-948. Bowling Green, OH: AHRD.

Conference Proceedings

Carden, L., & Boyd, R. (2013). The devil is in the details: What's in a contract does matter! *Southeast Case Research Association*. Myrtle Beach, South Carolina: SECRA.

Refereed Conference Presentations

Carden, L., & Egan, T.M. (2011). Perceived situational factors and career decision-making: Exploring career motivation theory. *Academy of Management Conference*, San Antonio: AOM.

Carden, L., & Zimmerman, T. (2010). Strategic human resource management: Going green. In Nenninger, S. (Ed.). *Proceedings of the General Business Conference*, 193-206. Huntsville, Texas: SHSU GBA.

Carden, L., & Chandler, N. (2007). Project management and software systems. In Nafukho, F. M, Chermack, T. J., & Graham, C. M. (Eds.). *Proceedings of the Academy of Human Resource Development Conference—Indianapolis, Indiana*, 1267-1274. Bowling Green, OH: AHRD.

Carden, L., & Egan, T.M. (2007). Human resource development and project management: Exploring connections. In Nafukho, F. M, Chermack, T. J., & Graham, C. M. (Eds.). *Proceedings of the Academy of Human Resource Development Conference—Indianapolis, Indiana*, 731-738, Bowling Green, OH: AHRD.

Conference Presentations

Carden, L., & Boyd, R. (2013). The devil is in the details: What's in a contract does matter! *Southeast Case Research Association*. Myrtle Beach, South Carolina: SECRA.

Carden, L., & Boyd, R. (2013). Workplace bullying: Utilizing a risk management framework to address bullying in the workplace. *Southern Academy of Legal Studies in Business*. San Antonio, Texas: SALSBS.

Carden, L., & Boyd, R. (2012). Corporate Citizenship: An Integrated Operational Approach. *Southern Academy of Legal Studies in Business*. San Antonio, Texas: SALSBS.

Carden, L., & Boyd, R. (2011). Integrating corporate social responsibility with risk management methodology: A strategic approach. *Southern Academy of Legal Studies in Business*. San Antonio, Texas: SALSBS.

Professional/Academic Presentations

Carden, L. (2012, August). *Risk Management Presentation*. Lean Six Sigma Black Belt Training. University of Houston, Houston, Texas.

Carden, L. (2012, July). *Project Management Presentation*. Lean Six Sigma Black Belt Training. University of Houston, Houston, Texas.

Carden, L. (2012, June). *Performance Appraisals*. Business Law Class. Clark Atlanta University, Atlanta, Georgia.

Carden, L. (2011, November). *Project Management Presentation: History, Trends, and Implications*. EHRD 477 Project Management in Organizations, Texas A&M University, College Station, Texas.

Carden, L. (2011, October). *Cost Management Presentation*. Great Wall Drilling Company (Chinese Company), University of Houston, Houston, Texas.

Carden, L. (2011, October). *Risk Management Presentation*. Great Wall Drilling Company (Chinese Company), University of Houston, Houston, Texas.

Carden, L. (2011, July). *Overview of Human Resources*. Business Law Class. Clark Atlanta University, Atlanta, Georgia.

Carden, L. (2011, March). *Workplace Bullying Presentation*. Project Management Institute Monthly Meeting, University of Houston, Houston, Texas.

Carden, L. (2010, October). *Cost Management Presentation*. Great Wall Drilling Company (Chinese Company), University of Houston, Houston, Texas.

Interview Publication

Clearing the Path. (2007). *PM Network*, 21(10), p. 10.

Journal Reviewer

Editorial Reviewer (2012- current), Human Resource Development Review

Editorial Reviewer (2007-2009), Human Resource Development Review

Editorial Reviewer (2007-2009), International Journal of Management Education

Editorial Reviewer (2004-2006), International Journal of Qualitative Studies in Education

Conference Reviewer

Reviewer (2011), Academy of Human Resource Development Conference, Reshaping the Landscape: HRD in an Uncertain Economy, Schaumburg (Chicago), Illinois.

Conference Discussant

Discussant (2011), Southwest Academy of Management, The Influence of Status and Professionalism on Workplace Relationships, Houston, Texas.

Conference Moderator

Session Moderator (2012), Mustang Fall International Academic Conference

Session Moderator (2013), Southern Academy of Legal Studies in Business Academic Conference

Committees/Leadership

President, Hoover Carden Scholarship Fund (1999-2012)

- Committee member responsible for assessing and selecting scholarship recipients
- Committee member responsible for facilitating the planning and implementation of the Hoover Carden Scholarship reception including guest speaker from Houston Baptist University and Rice University

SPRC Committee Member, Bethlehem United Methodist Church (2009-2010)

Financial Secretary, Bethlehem United Methodist Church (2004-2005)

President, Black Graduate Business Association (1990-1991)

Honors and Awards

Co-recipient, 2008 Monica Lee Research Excellence Award, Human Resource Development International journal

Recipient, 2008 Academy of Human Resource Development Malcolm Knowles Dissertation Award First Runner-up

Recipient, Full Graduate-level Scholarship, (2004-2007), Texas A&M University

Distinguished Student, (1983), Texas A&M University
Recipient, Presidential Achievement Scholarship (1981-1985), Texas A&M University
Recipient of Opportunity Award (1981-1982), Texas A&M University
Recipient, I.B. Loud Scholarship (1981)
Valedictorian, (1981), Waller High School, Waller, Texas

Association Memberships

Academy of Human Resource Development
Academy of Management
Alpha Kappa Alpha Sorority
American Society for Quality (ASQ)
Project Management Institute –Houston Chapter
Southern Association of Legal Studies in Business
Texas A&M Former Students Association
University of Houston Alumni