

Alan Randolph, Ph.D.

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Education

M.S., University of Massachusetts, 1975.

Major: Business Administration

Ph.D., University of Massachusetts, 1975.

Major: Business Administration

Graduate Courses, University of North Carolina, 1971.

Major: Guidance and Counseling

B.I.E., Georgia Institute of Technology, 1969.

Major: Information Control Systems

Professional Positions

Academic - Faculty

Professor of International Business and Leadership, Merrick School of Business, University of Baltimore. (1988 - Present).

Sabbatical in Peru, Universidad Peruana de Ciencias Aplicadas. (2005 - 2006).

Sabbatical in France, Ecole Superieuer de Commerce in Rennes. (1997 - 1998).

Associate Professor of Management, College of Business Administration, University of South Carolina. (1981 - 1988).

Visiting Assistant Professor of Management, School of Business, Santa Clara University. (1978).

Assistant Professor of Management, College of Business Administration, University of South Carolina. (1976 - 1981).

Assistant Professor, Department of Industrial Administration, University of Connecticut. (1975 - 1976).

Academic - Administrative/Other

Director, Center for Global Business Studies, Merrick School of Business. (2005 - 2010).

Director, Global Business Practicum Program, Merrick School of Business. (2000 - 2010).

Director, Leadership and International Programs, Merrick School of Business. (1993 - 1995).

Director, Graduate Programs, Merrick School of Business. (1992 - 1993).

Chair, Management Department, Merrick School of Business. (1988 - 1992).

Professional

Inventory Manager, Siebler, Zurich, Switzerland. (1971 - 1972).

Marketing Analyst, Humble Oil and Refining Company (Now Exxon-Mobil). (1969 - 1971).

Industrial Sales Engineer, Georgia Power Company, Atlanta, Georgia. (1967 - 1968).

Elevator Mechanic, Otis Elevator Company, Atlanta, Georgia. (1965 - 1967).

Professional Memberships

Academy of Management (1976).

Southern Management Association (1976).

Eastern Academy of Management (1989 - 2010).

Organizational Behavior Teaching Society (1976 - 2001).

Awards and Honors

Founding Associates Award. The Ken Blanchard Companies. (2007).

USM Wilson H. Elkins Professorship. University System of Maryland. (2006).

CSX Endowed Chair in Leadership. CSX. (2005).

Outstanding paper, Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction. Academy of Management Journal. (2005).

President's Faculty Award. University of Baltimore. (2005).

Teacher's Grant for Work. Rotary International University, Peru. (2005).

Provost's Renaissance Scholars Award. University of Baltimore. (2004).

RESEARCH

Intellectual Contributions

Books

Randolph, W. A., Blanchard, K., & Grazier, P. B. (2005). *Go Team! Take Your Team to the Next Level*. Berrett-Koehler Berrett-Koehler Publishers.

Randolph, W. A., & Posner, B. Z. (2002). *Checkered Flag Projects: 10 Rules for Creating and Managing Projects that Win!*. Financial Times Prentice Hall Publishers.

Randolph, W. A., Blanchard, K., & Carlos, J. P. (2001). *Empowerment Takes More Than A Minute*. Berrett-Koehler Publishers. (2nd Ed.).

Randolph, W. A., Blanchard, K., Carlos, J. P., & Grazier, P. (2000). *Power Up for Team Results*. Berrett-Koehler Publishers.

Randolph, W. A., Blanchard, K., & Carlos, J. P. (1995). *Empowerment Takes More Than A Minute*. Wharton Publishing.

Book Chapters

Randolph, W. A. (2013). Bases of social power: An essential element in leadership. *Sage Publications*. 747-751.

Randolph, W. A., & Blanchard, K. (2007). Empowerment Is the Key. *Prentice-Hall*. 67-86.

Refereed Journal Articles

Kemery, E. R., Randolph, W. A., & Stickney, L. T. (Present). Preference for Structure in Relation to Empowerment: Adding Clarity to the Role of Boundaries. *Organization Management Journal*. 11(4), 212-226.

Randolph, W. A. (2011). Developing global business capabilities in MBA students. *Journal of Management Inquiry*. 20(3), 223-240.

Randolph, W. A., & Kemery, E. R. (2011). Managerial use of power bases in a model of managerial empowerment practices and employee psychological empowerment. *Journal of Leadership and Organizational Studies*. 18(1), 95-106.

Randolph, W. A., Nielsen, C., & . (2008). Action Learning for Global Business: The Power of Practicum Projects. *The Journal of Global Business Issues*. 2(2), 69-75.

Randolph, W. A. (2008). Educating Part-Time MBAs for the Global Business Environment. *Journal of College Teaching and Learning*. 5(8), 11-18.

Randolph, W. A., Silver, S., & Seibert, S. (2005). Implementing and Sustaining Empowerment: Lessons Learned from Comparison of a For-Profit and a Non-Profit Organization. *Journal of Management Inquiry*. 15. 47-58.

Randolph, W. A., Seibert, S., & Silver, S. (2004). Taking Empowerment to the Next Level: A Multiple-Level Model of Empowerment, Performance, and Satisfaction. *Academy of Management Journal*. 47. 332-349.

Randolph, W. A., & Sashkin, M. (2002). Can Organizational Empowerment Work in Multinational Settings?. *Academy of Management Executive*. 16. 102-115.

Randolph, W. A. (2000). Re-thinking Empowerment: Why Is It So Hard To Achieve?. *Organizational Dynamics*. 29. 4-107.

Conference Proceedings

Lingelbach, D., & Randolph, W. A. (2011). Venture Capital's Role in Internationalizing New Ventures in Emerging Economies. *Higher School of Economics*.

Randolph, W. A. (2007). Educating Part-Time MBAs for a Global Business Environment. *Network of International Business Schools*.

Non-Refereed Journal Articles

Randolph, W. A. (2004). Deriving Power from Conflicts. *PM Report*. 3(1), 13-21.

Randolph, W. A., & Keighley, T. (2003). Organizational Structures: Powerment, the Legacy of the 1990s. *Management Today*. 12-14.

Randolph, W. A. (2003). Building Passion for the Goal. *Project Management Report*. 19-26.

Newsletters

Randolph, W. A. (2000). Real Empowerment? Manage the Boundaries. *Harvard Management Update*.

Working Paper

Lingelbach, D., & Randolph, W. A. (Present). Internationalization as a Substitute for External Equity: Evidence from Emerging Markets. *Journal of World Business*.

Written Case

Zacur, S. R., & Randolph, W. A. (2010). Cultural Cues: Experiencing and Deciphering a Different Culture. *Wiley*. (11h Ed.), W-67.

Zacur, S. R., & Randolph, W. A. (2002). Traveling to Foreign Cultures. *Prentice-Hall*. (7th Ed.), 95-96.

Presentations

Randolph, W. A. "Teaching global business skills: Is foreign travel really necessary?," Same as above, Paris, France. (2012).

Lingelbach, D., & Randolph, W. A. "Internationalization as a Substitute for External Equity: Evidence from Emerging Markets," Temple University, Philadelphia, PA. (2011).

Randolph, W. A. "Comparison of US and European Teaching Styles in MBA Programs," Berlin School of Economics, Berlin, Germany. (2009).

Randolph, W. A. "Taking Teams to the Next Level: Collaborating and Empowering for High Performance," Purdue University, (2008).

Randolph, W. A. "Leadership Skills for Russian Managers," University of Baltimore, (2007).

Randolph, W. A. "Strategic Planning for Belarus Educators," World Trade Center Institute, Baltimore. (2007).

Randolph, W. A., & Nielsen, C. "Action Learning for Global Business: The Power of Practicums," NIBS, Kolding, Denmark. (2007).

Randolph, W. A. "Teams without Leaders: Raising the Bar of Performance," Center for Collaborative Organizations, University of North Texas. (2006).

Randolph, W. A. "Engage People to Achieve Outstanding Results," Universidad de Lima, Lima, Peru. (2006).

Randolph, W. A. "Understanding and Living with Cultural Differences: The Experience of Living in Peru for Six Months," Student Event Board, University of Baltimore, Baltimore, Maryland. (2006).

Randolph, W. A. "Empowerment is the key to effective leadership," Alumni of Universidad del Pacifico, Lima, Peru. (2005).

Randolph, W. A. "Globalization and Peru: Is Peru ready?," Universidad Peruana de Ciencias Aplicadas, (2005).

Randolph, W. A. "Leadership and empowerment: How to change the culture of a university," Universidad Peruana de Ciencias Aplicadas, (2005).

Randolph, W. A. "Creating empowerment in Latin American businesses," Universidad Peruanas Ciencias Aplicadas, Lima, Peru. (2004).

Randolph, W. A. "Leaders as team builders," Student Leaders Certificate program, University of Baltimore, Baltimore, Maryland. (2004).

Randolph, W. A. "Leadership is not dictatorship," Student Leaders Certificate Program, Baltimore, Maryland. (2004).

Randolph, W. A. "Students perceptions and learning: A multi-faculty study of web and classroom instruction," Eastern Academy of Management, Baltimore, Maryland. (2003).

Randolph, W. A. "Empowering staff for effectiveness," Northeast Dairy Association, Syracuse, New York. (2003).

Randolph, W. A. "Leadership development for a global economy," Western Academy of Management, Lima, Peru. (2002).

Intellectual Contributions in Submission

Zigarmi, D. , Roberts, T. P, Randolph, W. Alan, & . Employees' perceived use of leader power and implications for affect and work intentions. *Organization Management Journal*.

Research in Progress

"Leading for agility: How to lead in the face of continuous change" (On-Going)

"Managerial Practices and Psychological Empowerment as Impacted by National Culture" (On-Going)

"What leaders do to inspire younger workers" (On-Going)

College Service

Faculty Advisor, Beta Gamma Sigma. (2012 - Present).

Committee Member, Graduate Program Committee -- joint with Towson U.. (September 2010 - August 2012).

Director of the Center, Center for Global Business Studies. (2005 - 2010).

Director, Global Business Practicum Program. (2000 - 2010).

Committee Member, Graduate Program Review Committee. (2003 - 2005).

University Service

Committee Member, Strategic Planning for University. (2012 - 2013).

Designer and program leader, Student Leaders Retreat, University of Baltimore. (2006 - 2006).

Designer and program leader, Student Leaders Retreat, University of Baltimore. (2002 - 2004).

Professional Service

Reviewer, Journal Article, Academy of Management Journal. (2006 - Present).

Public Service

Committee Member, Mission Committee, Towson Presbyterian Church. (2009 - Present).

Committee Member, Partners for Just Trade. (2008 - Present).

Board President, Partners for Just Trade. (2010 - 2014).

Consulting

Management consultant, Analog Devices, Inc.,

Management consultant, Arrow Electronics,

Management consultant, Baltimore Symphony Orchestra,

Management consultant, Banco del Trabajo, Peru.

Management consultant, Florida Power and Light,

Freddie Mac,

Management consultant, Greenhome & O'Mara,

Management consultant, Legg Mason,

Management consulting, MedImmune,

Management consultant, Pacific Gas & Electric Company,

Management consultant, Price Waterhouse Coopers,

Management consultant, Robbins-Gioia, Inc.,

Management consultant, Siemens Medical Systems,