

RICHARD S. ALLEN, PH.D.

UC FOUNDATION ASSOCIATE PROFESSOR OF MANAGEMENT
THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA
COLLEGE OF BUSINESS ADMINISTRATION
DEPT 6156 • 615 MCCALLIE AVENUE • CHATTANOOGA, TN 37403-2598
PHONE (423) 425-5283

EDUCATION

1998 University of Pittsburgh Pittsburgh, PA

Ph.D., Katz Graduate School of Business

- Major: Organizational Studies & Strategy
- Minor: Organizational Behavior & Human Resources

1986 University of Pittsburgh Pittsburgh, PA

Master of Business Administration, Katz Graduate School of Business

- Completed 17 credits
- G.P.A.: 3.8

1983 The Pennsylvania State University University Park, PA

Bachelor of Science in Business Administration

- Major: Business Logistics
- Graduated with honors and highest distinction
- Charter member of University Scholars Program

TEACHING EXPERIENCE

1998–present University of Tennessee at Chattanooga

UC Foundation Associate Professor of Management

- Promoted to level of Associate Professor in 2003.
- Have received *excellent teaching evaluations* teaching graduate and undergraduate management courses.
- Earned a rating of *Exceptional Merit* in 1999-2000, 2000-2001, 2001-2002, 2002-2003 and 2003-2004.
- Earned Dean's Merit for Faculty Achievement 2002-2003 and 2003-2004.
- Received the UC Foundation Professorship in recognition of my distinguished service as a member of the UTC faculty.

1995–1998 Robert Morris College Pittsburgh, PA

Instructor

- Received *excellent teaching ratings* while teaching management classes in their M.B.A. program.

1992–1994 University of Pittsburgh Pittsburgh, PA

Graduate Student Assistant

- Gained valuable teaching experience as a substitute instructor for undergraduate and graduate classes.

1987–1997 RPS & ABCon Pittsburgh, PA

Consultant

- Extensive experience developing and delivering hundreds of custom training programs.
- Earned Zenger-Miller management skills trainer certification.

1982–1983 Pennsylvania State University University Park, PA

Teaching Assistant

- Served as tutor for undergraduate courses in my major.

RESEARCH & PRESENTATIONS

1998 Doctoral Dissertation Successfully Defended
The role of the reward system and environmental turbulence in a Total Quality Management-based strategy. (Ralph Kilmann, Committee Chair).

Peer Refereed Journal Articles:

Allen, R. S. and Helms, M. M. (forthcoming) Linking strategic practices and organizational performance to Porter's generic strategies, Business Process Management Journal. [peer reviewed academic journal].

Allen, R. S., Dawson, G., Wheatley, K. and White, C. S. (2004) Diversity practices: learning responses for modern organizations, Development and Learning in Organizations. 18(6): 13-15. [peer reviewed practitioner oriented journal]

Allen, R. S., Biderman, M. and White, C. S. (2004) Emotional Intelligence and its Relation to Equity Sensitivity and Responses to Under-Reward Situations, Journal of Behavioral and Applied Management. 5(2): 114-136. [peer reviewed academic journal]

Allen, R. S., Helms, M. M., Takeda, M. B. and White, C. S. (in press) Rewards and organizational performance in Japan and the United States: A comparison, Compensation and Benefits Review. [Widely read applied journal for practitioners and academics].

Allen, R. S. and White, C. S. (2002) Equity sensitivity theory: A test of responses to two types of under-reward situations, Journal of Managerial Issues, 14(4): 435-451. [Peer reviewed academic journal].

Allen, R. S. and Helms, M. M. (2002) Employee perceptions of the relationship between strategy, rewards and organizational performance. Journal of Business Strategies, 19(2): 115-139 [Peer reviewed academic journal].

Allen, R. S., White, C. S. and Sompayrac, J. (2002) How closely are temporary workers screened? Results from a national survey of temporary agencies, SAM Advanced Management Journal, 67(2): 31-36. [This journal is published by the Society for Advancement of Management, one of the largest management professional and academic organizations in the world.]

Allen, R. S. and Montgomery, K. A. (2001) Applying an Organizational Development approach to creating diversity, Organizational Dynamics, 30(2): pp. 149-161. [Organizational Dynamics is one of the leading journals in Management. It has an acceptance rate of less than 15% and contains articles from top academics in the field. The co-author, Kendyl Montgomery, is a former UTC student that I have mentored that went on to pursue a Ph.D. at Emory University].

Allen, R. S. and Helms, M. M. (2001) Reward practices and organizational performance, Compensation and Benefits Review, 33(4), pp. 74-80. [This journal is widely read by HRM professionals and academics.]

Allen, R. S. and Kilmann, R. H. (2001) The role of the reward system for a Total Quality Management based strategy, Journal of Organizational Change Management, 14(2), pp. 110-131. [Journal of Organizational Change Management is well-respected academic journal in the Organizational Development field. My article was the most accessed article of all Emerald's journals in August of 2001].

Allen, R. S. and Kilmann, R. H. (2001) Aligning reward practices in support of Total Quality Management, Business Horizons, May-June, pp. 77-84. [Business Horizons is a widely read academic/practitioner journal. I have had requests from other academics for use of my instrument].

Allen, R. S. and Kilmann, R. H. (2001) How well does your reward system support TQM?, *Quality Progress*, 34(4), pp. 52-57. [*Quality Progress is considered the top applied journal in the quality field*].

Slevin, D. P., Boone, L. W., Russo, E. M., and Allen, R. S. (1998) CONFIDE: A collective decision making procedure using confidence estimates of individual judgments, *Group Decision and Negotiation*, 7(2), pp. 179-194. [*Group Decision and Negotiation is a well-respected academic journal*].

Peer Refereed Conference Presentations & Proceedings:

Case Study of Roadway Package System's Quality Process, (1992) Association for Quality & Participation, Annual National Conference, Seattle, WA.

Measuring Service Quality, (1993) Association for Quality & Participation, Annual National Conference, New Orleans, LA.

PROFESSIONAL SERVICE & AFFILIATIONS

2003-2005 University Faculty Senate

- Elected to be a COBA representative.

2003-2004 University Athletics Committee

2002 -2004 University of Tennessee Faculty/Staff Retention Task Force

- Developed a survey to determine the root causes of faculty and staff turnover.

2002-2003 University Honors Program

- Served on honors thesis committee.

2001-2005 Strategic Planning Committee, COBA

- Developed a strategic plan for COBA and continue to update the plan.
- Recognized by AACSB as an exemplary process for strategic planning.

2001-2005 Graduate Curriculum & Improvement Committee

- Review and update our COBA graduate curriculum.

2001-2005 Reaccreditation Intellectual Contributions Committee

- Review the COBA research productivity.

2000-2005 College of Business Administration Recruiting Committee

- Involved in the recruiting process for all COBA tenure track positions.

2000-2001 Chair of Management Department Recruiting Committee

- Led the recruiting process for a Business Policy and Strategy tenure track position that resulted in the hiring of Kathleen Wheatley.

2000-2001 University Library Committee

2004-2005 Consultant and Academic Reviewer for Prentice-Hall Publishing

- Reviewed *Developing Management Skills*, by David Whetten and Kim Cameron.

2004 Consultant and Academic Reviewer for McGraw-Hill/Irwin

2000-2005 Consultant and Academic Reviewer for South Western Publishing

- Reviewed and helped with the development of *Strategic Human Resource Management*, by Jeffrey Mello.
- Helped with the development of *Practical Management Skills* a new textbook currently under development.

1998–2000 Society for Advancement of Management – Faculty Advisor

- Recognized as the **most improved organization** at UTC by the Student Government Association.
- Recognized by SAM as the **third largest chapter in the world**.
- Coordinated a wide variety of field trips, speakers, community service and social gatherings for our students.
- Coached UTC student case study teams that participated in the case completions at the annual SAM Conferences.
- One of our students, Steve Housely, was elected as a representative to the SAM international board.

1998–2000 Sigma Iota Epsilon

- Served as UTC Chapter Faculty Advisor for this Academy of Management student honors group.
- Hosted annual new initiates' recognition dinner.

1992–1996 American Society for Training & Development, Pittsburgh

- Chairman, Quality Special Interest Group.

1993–1995 Greater Pittsburgh Chamber of Commerce

- Senior Examiner, Greater Pittsburgh Quality Award.

BUSINESS & CONSULTING EXPERIENCE

1993–present ABCon Pittsburgh, PA

President

- Started my own management consulting firm to help finance my Ph.D. education.
- Consulting specialties: organizational development & change, management skills development, teambuilding & facilitation, total quality management, and business process reengineering
- Clients included Blue Cross, Metropolitan Life Insurance, Anchor Glass, USAirways, as well as many other small to medium sized organizations.

1987–1992 Roadway Package System (RPS) Pittsburgh, PA

Internal Consultant

- Responsible for company-wide research, training and development in conjunction with implementation of Total Quality Management and Business Process Reengineering.
- Developed extensive group process and training skills while facilitating hundreds of process improvement teams.
- Worked with all levels from senior managers to front line workers.

1985–1986 Allen Insurance Agency West Mifflin, PA

Manager

- Gained valuable small business experience managing the family business.

1983–1985 Texas Instruments, Inc. Dallas & Temple, TX

Supervisor

- Supervised the Traffic Department at two Texas Instruments sites.
- One of three supervisors selected company-wide for fast track, management development program.
- Gained experience in all aspects of logistics management.

1976–1982 Kennywood Amusement Park West Mifflin, PA

Manager

- Responsible for the operations of their largest fast-food restaurant.
- Managed a staff of 30 people.
- Financed my undergraduate education.