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**Education:**

1991: Ph.D. The University of Michigan -- Business Administration  
1982: MBA Harvard University  
1977: B.Sc. University of Zimbabwe -- Sociology

**Teaching and University Administrative Experience:**

1997-present	ASSOCIATE PROFESSOR:	University of Denver Department of Management
1998-2001	MBA CORE COURSE COORDINATOR HIGH PERFORMANCE MANAGEMENT	University of Denver Department of Management
Fall, 1999 Spring, 1996	VISITING PROFESSOR:	Renmin (People's) University Beijing, China
1991-1997	ASSISTANT PROFESSOR:	University of Denver Department of Management
1990	ACTING DIRECTOR:	University of Denver Master of International Management Program
1989-1991	INSTRUCTOR:	University of Denver Department of Management
1985-1986	LECTURER:	University of Michigan Business School
1983-1985	ADJUNCT PROFESSOR:	Wayne State University Business School

**Books:**

Allen, Douglas B. and Allen, Dwight W. (2004) *Formula 2+2: The Simple Solution for Successful Coaching*2, Berrett-Koehler Publishers Inc.

**Journal Articles:**

- Allen, Douglas B. (2002) "Meet the New China," *International Journal of Business*, 7:3.
- Allen, Douglas B. and Alvarez, Sharon (1998) "Empowering Expatriates and Organizations to Improve Repatriation Effectiveness," *Human Resource Planning* 21:4, December.
- Allen, Douglas B., Young, Murray (1997) "21<sup>st</sup> Century: China's Managers Face Challenges" (Interview) *Chinese Foreign Management Review*, Fall.
- Allen, Douglas and Young, Murray (1997) "From Tourguide to Teacher, Deepening Cross-Cultural Competence Through Experience-Based, International Education". *Journal of Management Education*, 21:2 May, pp168-189.
- Allen, Douglas and Young, Murray. (1997) "Globalizing the Executive MBA Program: Linking Class and Field Experiences," *Journal of International Business Teaching* Vol. 9(2) pp49-68.
- Allen, Douglas B. and Yu Xiuchen (1996) "Management Challenges in China," *Liaoning Journal of Social Science*, September.
- Allen, Douglas, Basu, Somnath, Tsai, Chiu-Hung and Young, Murray (1995), "Racing Toward the 21st Century: Some Challenges for Managers in China", *Journal of Enterprising Culture* Vol. 3, No. 2. June.
- Allen, Douglas, Spagnola, Robert, and Eschen, David (1993), "Loggers, Industrialists and Spotted Owls," *Business Case Journal*, Fall, pp 1-22.

**Chapters:**

- Allen, Douglas B., Miller, Edwin L., and Nath, Raghu, (1988) "North America" in: Raghu Nath (Ed.) *Comparative Management: A Regional View*, Ballinger Publishing Company, Cambridge, MA.

**Other Publications:**

- Allen, Douglas (1991), *Achieving Unity in Diversity: Assessing the Use of Organization and Human Resource Management Practice to Achieve Global Coordination in Multinationals*, (Dissertation), UMI, Ann Arbor.

**Refereed Published Proceedings:**

- Douglas B. Allen, Dwight W. Allen, Gwendolyn Watson, Hoagland, Carl (2002), "Musical Improvisation: A Model For Infusing New Technologies Into the Design of Instruction," Ed-Media 2002 World Conference on Educational Multimedia, Hypermedia and Telecommunications, Denver, CO.
- Allen, Douglas B., Hopkins, David M., Howard, Thomas (1995), "Using Team-Based Case Studies to Foster Curriculum Integration Across MBA Courses at the University of Denver," presented at and published in the proceedings of the World Association of Case Research and Application Conference (International) to be held in Leysin, Switzerland, June.
- Allen, Douglas B., Nelson, Donald, and Young, Murray (1991), "A Multidisciplinary Approach to Teaching Ethics," presented at and included in the proceedings of the World Association of Case Research and Application Conference (International) held in Berlin, Germany.
- Allen, Douglas B. (1990), "The Role of Technology in a Just Global Society: A Baha'i Perspective," presented at and included in the proceedings of International Society of Systems Scientists Conference (International) held in Portland, OR, July 8-13.

**Refereed Conference Papers:**

- Allen, Douglas B and Allen Dwight W. (2004) "2+2: A Simple and Effective Coaching Tool for Managers," presented at the Western Academy of Management International Conference, Shanghai, China, June
- Allen, Douglas B and Allen Dwight W. (2004) "The Formula 2+2 Feedback System: A Simple Solution for Improving Corss-Cultural Effectiveness of Student Teams," presented at the Fourth International Conference on Diversity, Los Angeles, CA, July
- Allen, Douglas B and Allen Dwight W. (2003) "Bridging Cultures in the Host University: Integrating International Students into Classes and the Academic Community," presented at the Third International Conference on Diversity, Honolulu, HA, February
- Allen, Dwight W. and Allen Douglas B. (2003) "How Religion Can Be the Cause of Unity: Achieving Peace in a Diverse, Integrated World," presented at the Third International Conference on Diversity, Honolulu HA, February

- Allen, Dwight W. and Allen, Douglas B. (2002) "Feedback Model for Spiritual Education," presented at the Association of Baha'i Studies Conference (International) Toronto, Canada, August.
- Allen, Douglas B. and Allen Dwight W. (2001) "Millennial Optimism: Perspective from the Bahá'í Writings on World Peace," American Academy of Religion Annual Meeting (International) Denver, CO, November.
- Allen, Douglas B. and Allen Dwight W. (2001) "The Spiritual Dimensions of High Performance Education," presented at the Association of Baha'i Studies Conference (International) Seattle, WA, August.
- Winn, Joan, Allen, Douglas, Hopkins, David, McGowan, Robert, Shay, Jeff (2001) "Training Managers for the 21<sup>st</sup> Century: A Comparative Perspective from Japan, China, Czech Republic, British West Indies and South Africa," Western Academy of Management (Regional), Sun Valley, Idaho, April.
- Winn, Joan, Allen, Douglas, McGowan, Robert (2000), "A Comparison of Management Development Needs in China, Czech Republic and Saudi Arabia," Western Academy of Management (Regional), Kona, Hawaii, April.
- Allen, Douglas & Yu Xiuchen (1996), "Nationally Organized Education for 1.2 Billion People: Applying Scientific & Spiritual Principles to the Reform of China's Centralized Approach to Education," presented at the Association of Baha'i Studies Conference (International) Edmonton, Canada, September.
- Silver, Bill, Allen, Doug, Watkins, Tom, and Fukami, Cindi (1995) "Improving Team Teaching: Lessons From Theater, Music, Marriage and Wrestling," presented at the Organization Behavior Teaching Conference, Macomb, IL, June.
- Allen, Douglas and Young, Murray (1994), "Compressing the Cultural Adaptation Learning Curve: Using the Getting Settled Simulation with Traveling MBA Students," presented at the World Association of Case Research and Application Conference (International) held in Montreal, Canada in June.
- Allen, Douglas and Young, Murray (1994), "Deepening Cross-Cultural Competence Through International, Live, Case Based Education: Lessons From the University of Denver MBA Sojourn to Mexico," presented at the World Association of Case Research and Application Conference (International) held in Montreal, Canada, in June.
- Winn, Joan, Allen, Douglas and Wojtkowski, Wita (Boise State University) (1993), "Fostering a Spirit of Service in Business Organizations," Western Academy of Management Conference (Regional) held in San Jose, CA, in March (Symposium).
- Hopkins, David and Allen, Douglas (1991), "Toto, I Don't Think We're in Kansas Anymore," presented at the 1991 Organization Behavior Teaching Conference (National) in Bellingham, WA.
- Allen, Douglas, Nelson, Donald, and Young, Murray (1991), "A Multidisciplinary Approach to Business Education," presented at the Organization Behavior Teaching Conference, Bellingham, WA.
- Allen, Douglas B. and Buhro, Deborah (1990), "Fostering a Global Mindset: The Case of the University of Michigan Global Leadership Program," presented at the Organization Behavior Teaching Conference (National) in Richmond, VA.
- Allen, Douglas B. and Allen, Dwight W. (1990), "Facilitating the Use of Groups: Improving the Love-Hate Relationship Between Instructor and Technique," presented at the 1990 Organizational Behavior Teaching Conference (National) in Richmond, VA.

#### **Invited Conference Papers and Presentations**

- Allen, Douglas B. and Allen, Dwight W. (2003), "A New Look at Encouragement in Social and Economic Development," (two sessions) Baha'i Conference on Social and Economic Development (International) in Orlando, FL.
- Allen, Douglas B. (2002), "Can Globalization Benefit the Generality of Mankind?" World Affairs Conference, Boulder, CO, April.
- Allen, Douglas B., Allen, Dwight W. and Watson, Gwendolyn (2001) "Improvisation: A Critical Element of Consultation," (two sessions) Baha'i Conference on Social and Economic Development (International) in Orlando, FL, December.
- Allen, Douglas B. and Allen, Dwight W. (2001) "Feedback and Encouragement in Community Life," Baha'i Conference on Social and Economic Development (International) in Orlando, FL., December.
- Allen, Douglas B. (2001) "Partners in Business: Paving the Way for Expanded Collaboration Between China, Taiwan and the United States," The Changing Triangle: Conference on the future of US, China and Taiwan, St Louis, MO, April.

- Allen, Douglas B. and Allen, Dwight W. (2000) "Finding New Dimensions for the Consultative Process," Baha'i Conference on Social and Economic Development (International) in Orlando, FL.
- Allen, Douglas B. and Allen, Dwight W. (1999), "Importance of Feedback and Encouragement," Baha'i Conference on Social and Economic Development (International) in Orlando, FL.
- Allen, Douglas B. and Allen, Dwight W. (1999), "Trial and Error Learning – Learning from our Mistakes: The Positive Value of Mistakes," Baha'i Conference on Social and Economic Development (International) in Orlando, FL.
- Allen, Douglas B. (1999), "Environmental and Social Responsibility in Business Operations," ESCAP/China National Seminar on Capacity Building for the Adoption of ISO 14000, Beijing, China.
- Allen, Douglas B. (1999), "Global Change: A Transition to World Peace," World Affairs Conference, Boulder, CO.
- Allen, Douglas B. (1998) "Is China a Developing or an Industrialized Country? Yes!" Conference on China and the WTO, University of Denver, Denver, CO.
- Allen, Douglas B.. (1997), "Its Your Future! HR Goes International," Colorado Chapter of the Society for Human Resource Managers Conference, Beaver Creek, CO.
- Allen, Douglas B. (1997), "Global Business Perspective," International Engineering Consortium Conference in Colorado Springs, CO.
- Allen, Douglas B. (1994), "The Emerging Global Economy," World Affairs Conference, Boulder, CO.

**Current Research and Writing Projects:**

- Allen Douglas B, Burgoyne, John, Wirtzfeld, Jeff "IBM China A,B,C" (revise and resubmit received from Case Research Journal – revision under way)
- Allen, Douglas B. and Maynard, Travis "Safeway Denver Milk Plant (A,B)" (draft complete)
- Allen, Douglas B., Ferrer, Anna, Li, Jian "An Expatriate Dilemma in Beijing" (draft complete)
- Allen, Douglas B, and Young, Murray, "Playing the China Card" (draft in progress)
- Alai, Safa, Allen, Douglas B, Scudder, Richard, "Shanghai: City on a Schedule" (draft in progress)

**Academic Service:**

Session Chair:

"Migratory Populations," Social and Economic Development Conference, Orlando, FL (December, 1998)

Panelist:

Social and Economic Development Conference, Orlando, FL (December, 1998)

Discussant:

-Academy of Business Administration National Conference, Las Vegas, NV (February 1993)

Reviewer:

- Euro Asia Journal of Management* (on going)
- Public Policy Journal (1998)
- Academy of Management Case Workshop (1996)
- Academy of Management National Conference International Business Division (1996)
- World Association of Case Research and Application International Conference (1993, 1994, 1995)
- Association of Business Administration National Conference (1993)
- International Information Systems Journal (1991, 1992)
- International Management Textbook Reviewer, West Educational Publishing (1990-Present)

Book Review Editor:

-*Human Resource Management Journal* (1991-1997)

**Courses Developed and Taught:**



Allen, Douglas (1987), "Granby Manufacturing Plant and Innovative Work Systems"

Allen, Douglas, Kelly, Greg, and Marks, Amy (1985), "Recommendations for the Further Development of the Association for Baha'i Studies of North America"

Allen, Douglas (1984), "Brief History and Status Report of Assessment Centers for First-Line Supervisors at Chrysler Corporation"

Allen, Douglas (1984), "Analysis of Required Systems Changes for Worth Division to Operate as a Component Business Unit"

Allen, Douglas (1984), "Defining a Role for the Human Resource Department at Sterling Heights Assembly Plant"

Allen, Douglas (1982), "The Baha'i Publishing Trust: Recommendations for Organization Development"

#### **Selected Professional Presentations:**

"Human Resource Management Challenges: Ethics, Motivation and Empowerment," Moscow, Russia 8/03

"Managing in the Age of Globalization," Beijing Institute of Economics and Management Science, Beijing, China 1/03

"Delivering World Class Quality and Customer Service" presented to CyberPlex Africa, Harare, Zimbabwe 12/02

"Human Resource Management: Has its Time Finally Come?" presentation to Nokia HR Managers, Beijing, China 11/02

"Millennial Optimism: A Baha'i Perspective on World Peace," " presented to the Baha'i Professional Society, Hong Kong, 5/99.

"Globalization, Justice and the World Economy," presented to the UNIDA Studies Center, Buenos Aires, Argentina 8/98

"Welcoming Overseas Expatriates into the Headquarters Organization," presented to Security Life Insurance Group, Denver, CO 5/98

"Developing Global Competencies," presented to Korean Mobile Telecom Division of SunKyong Executive Development Seminar, Denver 8/96.

"Quality & Customer Service: An Old Paradigm for the New Millenium," presented to Merrick Engineering and Architecture Corporation, 1/96.

"Customer Service: Trends in The United States," presented to the China Investment Bank, Beijing, China, 6/96

"Customer Service: Implications for Chinese Service Businesses," presented to ERM Environomics, Beijing, China 6/96.

"Update on China and Observations on the UN Women's Conference in Beijing," Master of International Management Speaker's Series, 10/95.

"Business Update on China," presented to Trygon Engineering, 10/95.

"Globalization and the Cross Cultural Puzzle," presented to the National Procurement Manager's Association Denver Chapter, 3/95.

"Workforce 2000 and the Global Economy: Implications for your Children," presented to Douglas County Parents sponsored by the Douglas County Multi-Cultural Alliance, 3/95.

"Culture and Business Briefing on China" (with Spring Institute) Denver, CO. 10/94.

"Exploring the Use of Case Study-based Education in Chinese Universities," presented to the National Academy of Education Administrators, Beijing, China, 8/94.

"Emerging Trends in International Human Resource Management," presented to the World Trade Center Colorado International Human Resources Group, 4/94.

"Motivating and Rewarding Employees," presented to the Calcutta Management Association, Calcutta, India 12/93.

"A Spiritual Solution to Economic Problems," presented to the Baha'i Professional Society, Hong Kong, 9/93.

"Globalization and Human Resource Management," presented to the Conference Board Council on International Compensation, Charleston, SC, 3/93.

"Current Management Issues in the United States," presented to the Kansai Productivity Center Executive Conference, University of Denver, 10/92.

"Service Means Quality Too," at the Time Warner MIS Vice President's annual retreat in Colorado Springs. Attended by approximately 40 MIS VPs from the combined Time Warner system, 6/91.

"Encouraging Cooperation through the Sublimation of Competition," presented at the 1991 National Baha'i Conference on Women, Denver, CO, 4/91.

"Integrating Ethics in Business Organizations," presented at the Colorado Association of Personnel Consultants Meeting, Denver, CO, 2/91.

"Human Resource Planning," presented at the Englewood Senior Managers Development Conference, 10/90.

"Human Resource Management in America," presented at the Kansai Productivity Center Executive Conference, University of Denver, 10/90.

"Human Relations Management," presented at the Project Management Institute Denver Chapter, Denver, CO, 9/90.

"Is Ethical Business Good Business?" presented at the Wholesale Florist Conference, University of Denver, 8/90,

"Human Resource Planning," presented at the Englewood Middle Managers Development Conference, Englewood, CO, 8/90

#### **International Experience:**

Have lived in: United States (home country), Swaziland (2.5 yrs.), Zimbabwe (2 yrs.) Lesotho (1 yr.), China (6 mos.), Mexico (3 mos.). Have traveled and/or worked in: Aden, Argentina, Austria, Belgium, Botswana, Brazil, Canada, Chile, Czech Republic, Egypt, France, Germany, Greece, Hong Kong, India, Iran, Israel, Italy, Jamaica, Japan, Jordan, Kenya, Liechtenstein, Macao, Malaysia, Mozambique, Netherlands, Poland, Puerto Rico, Russia, Singapore, South Africa, Switzerland, Taiwan, Tanganika, Thailand, Uganda, United Kingdom, Uruguay, Vietnam, U.S. Virgin Islands, Zambia, Zanzibar.

#### **Honors and Awards:**

Recipient: 8 Diamond Awards for Teaching Excellence, Daniels College of Business, University of Denver

Appointed: Permanent Guest Professor, Renmin Business School, Beijing (2000)

Recipient: USIS Academic Specialist Grant for seminar series in Jamshedpur, India (1993)

Recipient: University of Denver, Graduate School of Business, Daniels Award for Excellence, Professor of the Year (1992)

Elected: Beta Gamma Sigma (1992)

University of Michigan Representative: International Business Doctoral Consortium, Academy of Management Annual Meeting, Anaheim, CA (1988)

**Affiliations (past and present):**

- Member: North American Case Research Association
- Member: Academy of Management
- Member: Society for Human Resource Management
- Member: World Association for Case Method Research and Case Method Application
- Member: Organization Behavior Teaching Society
- Member: World Future Society
- Member: Western Academy of Management
- Member: Association of Baha'i Studies
- Member: American Chamber of Commerce – Beijing

**Personal Background:**

Married, two daughters.

Interests include: Human resource management, globalization, management in developing countries, international human resource management, organization change, automobile industry, Chinese management practices, Japanese management, societal transformation, business ethics and social responsibility.

February 2004