

DR. ALAN BALFOUR
Department Chair and Director, Graduate Leadership Program
Associate Professor of Management
University of South Florida

AREAS OF COMPETENCE:

Broadly-trained generalist with background in social science, environment of business, and law. Acquired interest and expertise in international cultural differences. Specialized expertise in union-management relations.

COURSES TAUGHT:

Leadership Perspective - graduate
Social, Legal, Political Environment of Business - graduate
Managing International Cultural Differences - graduate
Labor-Management Relations - graduate
Industrial Relations - undergraduate
International Employment Relations - graduate and undergraduate
Employment Laws/Labor Law - undergraduate
Seminar in Contract Negotiation and Grievance Administration- undergraduate
Personnel/Human Resources Management - undergraduate

DEGREES EARNED:

Ph.D.	1975	Michigan State University; major in Social Science with a concentration in Labor and Industrial Relations; minor in Management.
M.L.I.R.	1972	Michigan State University; major in Labor and Industrial Relations
J.D.	1969	University of Michigan Law School
B.A.	1966	Albion College; Liberal Arts with majors in Economics and History

EMPLOYMENT:

1996 - present	Department Chair; Director of Graduate Leadership Program
1980 - present	Associate Professor of Management, University of South Florida
1974 - 1980	Assistant Professor of Business Administration, University of Oklahoma
1973 - 1974	Research Director, Michigan Advisory Employment Relations Committee. This "blue ribbon" committee was charged with recommending to the governor a new union representation policy for the State of Michigan's 50,000 employees.
1969-1970	Supervisor and Labor Relations Specialist, Proctor & Gamble Co.
prior to 1969	Former unionized steelworker and many other blue collar jobs.

TEACHING AWARDS:

Teaching Incentive Program Award - 1994:

First-ever recipient of annual State University System award for excellence in undergraduate classroom teaching. Awards of \$5000 raise per year were given to eight members of 140 person faculty based on committee review of teaching methods, student evaluations, peer review, and other criteria.

Outstanding Management Professor in Graduate Program - 1994:

Chosen outstanding Management Department professor by vote of students in the Graduate Business Association.

Outstanding Classroom Teacher Award - 1990:

This award was initiated in 1990 by the State University System to recognize excellence in classroom teaching. Awards were given to the top 3% of classroom teachers as judged by a faculty committee based on student evaluations, curriculum development, teaching methods, evidence of currency in field, and letters of recommendation. This is a one-time only award.

Teaching Achievement:

Faculty sponsor of University of South Florida MBA candidate who won \$5000 first place award in national essay contest in 1994 on business ethics sponsored by the Boston College Center for Corporate Community Responsibility.

PUBLICATIONS:

Book:

Labor-Management Relations in a Changing Economy (Prentice-Hall, 1987).

Articles:

"The Reserve Clause in Professional Sports: Legality and Effect on Competitive Balance," (with Philip Porter) Labor Law Journal, January 1991, pp. 8-18.

"The Longest Strike in U.S. Professional Sports History: Jai Alai--Part 1 (?)" Labor Law Journal, July 1990, pp. 394-409.1

"Teaching OB Concept Limitations for an International Setting: Contrasting Wage Determination Philosophies and Practices in the U. S. and Western Europe," Organizational Behavior Teaching Review, Vol. XIV, Issue III, 1989-1990 (May 1990), pp. 35-52.

"A Beginning Focus for Teaching International Human Resources Administration," Organizational Behavior Teaching Review, (Winter 1989), pp. 79-89.

"Five Types of Non-Union Grievance Systems," Personnel, Vol. 61, No. 2 (March-April, 1984), pp. 67-76.

"Chaos in Union Recognition Procedures; A Case History of Oklahoma's School Teacher Bargaining Law," (with Sandra Jennings), Journal Collective Negotiations in the Public Sector, Vol. 11, No. 1, (Winter 1982), pp. 77-88.

"The Differences Between Public and Private Sector Collective Bargaining: A Re-Examination for the 1980s," Employment Relations and Law Review, Vol. 3, No. 2, (Winter, 1982), pp. 14-19.

"The Effectiveness of No-Strike Sanctions for Public School Teachers," (with Alexander B. Holmes), Journal of Collective Negotiations in the Public Sector, Vol. 10, No. 2, (Summer 1981), pp. 133-144.

"Recruitment and Selection Procedures, Growth, and Compensation in Oklahoma Law Firms," (with Darrell Moore), Oklahoma Bar Journal, Vol. 49, No. 39 (October, 1978), pp. 1989-1995.

Articles: (Continued)

"Appropriate Bargaining Units for State Employees," State Government, (Fall, 1976).

(This was an invited article for a special issue on state employees' collective bargaining. Some of the other invitees included the Governors of Pennsylvania and Nevada, a former member of the National Labor Relations Board, an Assistant Director of the Federal Mediation and Conciliation Service, and the Director of Research, New York State School of Industrial and Labor Relations, Cornell University.)

Above article was reprinted in Public Personnel Management by Marvin J. Levine (Brighton Publishing: 1980).

"Rights of Collective Representation for Public Sector Supervisors," Journal of Collective Negotiations in the Public Sector, Vol. 4, No. 3 (Winter, 1975), pp. 257-266.

"More Evidence That Unions Do Not Achieve Higher Salaries for Teachers," Journal of Collective Negotiations in the Public Sector, Vol. 3, No. 4 (Fall, 1974), pp. 289-304.

"The Unenforceability of the UAW's 'Neutrality Pledge' from General Motors," Proceedings of the Southern Industrial Relations Research Association, 1981. The articles in these proceedings were blind refereed with a thirty percent acceptance rate but were not published due to financial difficulties.

PRESENTATIONS:

"The Unenforceability of the U.A.W.'s 'Neutrality Pledge' from General Motors," Southern Industrial Relations Research Association, October, 1981.

"The Effectiveness of No-Strike Sanctions for Public School Teachers," (with Alexander B. Holmes), presented by Professor Holmes at the Atlantic Economic Society meeting, February, 1980.

"A Benevolent Socratic Method," Mountain-Plains Management Conference, October, 1978.

"Graduate Curricula in Human Resources," Mountain-Plains Management Conference, October, 1979.

EVIDENCE OF VALUE OF PUBLICATIONS:

One measure of the value of research is the number of citations made that students learning about a field should know. In a leading textbook in the field of labor relations, The Labor Relations Process (5th Ed.) by William H. Holley and Kenneth M. Jennings (Dryden Press, Ft. Worth: 1994), I appear in the name index (for references cited) seven times. Of over 1150 names cited, only six appear more often. Four of those are past presidents of the Industrial Relations Research Association.

CURRICULUM DEVELOPMENT:

Helped facilitate the creation of new Master of Science in Management degree with focus of Leadership and Organizational Effectiveness, 1996.

In response to personal interest and AACSB accreditation requirements, developed Managing International Cultural Differences, an examination of the differences between cultures on motivation, decision-making, communication, negotiation, etc. and synergistic solutions to the problems arising from dealing with people with different values.

PROFESSIONAL MEMBERSHIPS:

Society for Business Ethics

Industrial Relations Research Association

International Industrial Relations Association

Oklahoma Society of Federal Labor Relations Professionals (Past President)

Council on Employee Rights and Responsibilities

SIGNIFICANT SERVICE:

University Honors Committee 1980-1984

Helped formulate original multidisciplinary, university-wide, four-year honors program.

College Faculty Council - two terms

University Sabbatical Committee

Numerous departmental curriculum and mission statement committees

Annual speaker for Gus Stavros Center for Education in Free Enterprise.

Faculty/Staff Scholarship Campaign Coordinator

United Way Campaign Coordinator

GRADUATE COURSES TAKEN IN PERSONNEL/LABOR RELATIONS:

Labor in 20th Century America

Theories of the Labor Movement

Manpower Economics

Manpower Programs & Institutions

Employment Relations

Labor Law

Worker's Compensation Law

Employee Compensation & Incentives

Comparative Industrial Relations Systems

Collective Bargaining in Public Employment

Grievance Administration & Arbitration

Minority Employment

Human Relations in Management

Executive Development

GRADUATE COURSES TAKEN IN BEHAVIORAL SCIENCES:

Organizational Behavior

Organization & Administration

Organizational Development

Seminar in Organizational Theory

General Sociology of Organizations

Social Psychology

Seminar in Complex Groups

Advanced Social Psychology: Group Individual Behavior and Complex Groups

RELATED COURSES TAKEN IN LAW SCHOOL:

Law and Philosophy
Comparative Legal Systems

COLLEGIATE HONORS EARNED:

M.L.I.R. with Distinction
National Freshmen Men's Honorary
National History Honorary
National Economics Honorary
Albion College Scholarship
Detroit News Carrier Scholarship

ADMINISTRATIVE POSITIONS HELD AT THE UNIVERSITY OF OKLAHOMA:

Undergraduate Programs Director, 1977-80.
Affirmative Action Officer, College of Business, 1976-77.