

CURRICULUM VITAE
RICHARD WILLIAM PARR BLAKE

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ACADEMIC BACKGROUND

Ph.D. (Business Administration) The University of Western Ontario, 1987
M.B.A. (Dean's Honours List) The University of Western Ontario, 1980
B.A. (Commerce) Royal Military College, 1972

AREAS OF ACADEMIC INTEREST

Leadership and Cross-Cultural Management

MANAGEMENT EXPERIENCE: ACADEMIC

Associate Dean, MBA Programs

*Queen's School of Business
Queen's University*

Responsible for all aspects of the strategic leadership and delivery of five MBA programs, with annual intake of approximately 320 students and over \$20,000,000 in annual revenue. Programs included the National Executive MBA, the Ottawa Executive MBA, the Cornell - Queen's Executive MBA, the Accelerated MBA for Business Undergraduates and the Full Time MBA. Queen's programs are consistently ranked among the best in the world in the major MBA rankings and the Full Time MBA was ranked #1 in the world outside the United States in all three biannual rankings by BusinessWeek during my tenure. Led a team of seven Directors and 30 staff and sat on the Executive Committee of the School of Business.

Some highlights of my tenure as Associate Dean included:

- Launching the Accelerated MBA for Business Graduates and Cornell - Queen's EMBA
- Re-launching the one-year full time MBA for Science and Technology as a general intake MBA with a strong focus on integrative learning and personal development.
- Taking the re-launched full-time program from one to two sections.
- Leading major restructuring of the National and Ottawa Executive MBA's.
- Leading the development of the MBA input for the Ontario Council on Graduate Studies Periodic Review, the Internal Academic Review, the AACSB and Association of MBA interim reviews and

- the submission for accreditation by the European Foundation for Management Development
- Negotiating strategic partnerships with Knightsbridge (career management) and the Gallup Organization (Personal Development)
- Introducing a “Fit to Lead” program into all of the MBA programs
- Developing our own team of personal coaches and a personal coaching program.
- Introducing a very successful “Women and the MBA” workshop
- Leading the process of establishing an administrative structure for the executive MBA programs separate from Executive Education
- Pursuing internationalization through the introduction of optional international weeks in Mexico City and Shanghai for our EMBA students
- Overseeing the shift to a professional Director model for the MBA programs.
- Overseeing the movement of the Executive MBA staff to an off site location

July, 2003 - 2009

Director, Executive Development

***Queen’s School of Business
Queen’s University***

Responsible for the development of custom courses to be offered through the Executive Development Centre (QEDC). QEDC is the largest supplier of University based open enrolment executive education programs in Canada. It offers a variety of one-week programs, a two-week program in Public Sector Management and the flagship three-week Queen’s Executive Program.

In addition to responsibility for custom programs, for the period January–July, 2003, took on responsibility for the delivery of all open enrolment programs offered by Queen’s Executive Development Centre (QEDC). In April, 2003, the Centre was ranked tenth in the world for open enrolment programs by the Financial Times.

July 2002 to July 2003

Dean

***Faculty of Business Administration
Memorial University of Newfoundland***

Responsible for all aspects of the leadership of the Faculty of Business Administration. The Faculty served approximately 1000 business undergraduate and 200 MBA students and delivered business minor and elective courses for students from other academic programs. Supervised three Associate Deans the Directors of three Institutes; The P.J. Gardiner Institute for Small Business Studies, The Centre for Management Development and The Centre for International Business Studies and the Manager Administration and Finance. Maintained and developed external relationships within the University, with other business faculties and with the business community. Responsible for faculty relations and for individual career development for 50 full time faculty and a staff of thirty-four. Managed a budget of \$5,000,000

August 1993 to August 2002

Some highlights of my tenure as Dean included:

- Our accreditation by AACSB (The International Association for Management Education)
- The growth and renewal of the Faculty through the hiring of new research-oriented faculty
- The introduction of a Bachelor in Business Administration Program
- The introduction of an MBA program for Chinese Managers
- The development of the curriculum and promotional materials for an Executive MBA
- The introduction of conjoint degrees with the Faculties of Arts and Science
- Participation in the development of a Bachelor in Technology degree with the Marine Institute and the School of Continuing Education
- Raising the funds to make possible the appointment of Chair's in Youth-Focused Technological Entrepreneurship and Irish Business Studies
- An increased focus on information technology and communications, facilitated through the creation of two new positions, Associate Dean for Information Technology and Communications Officer
- Raising the funds to build a teaching laboratory and to equip our classrooms and offices with the latest in technology.
- The development of our core undergraduate courses for delivery on the web to the point where it became possible to complete our degree exclusively using web courses.
- The development of our Centre for International Business Studies including the negotiation of eleven exchange agreements.
- The hosting of the Annual meetings of the Administrative Sciences Association of Canada, the Canadian Federation of Business School Dean's, the Atlantic Schools of Business and the Network of International Business Schools Case Competition.
- My commissioning by the Vice-President Academic to:
 - Chair a sub-committee of the Newfoundland Council on Higher Education tasked with preparing a (successful) funding proposal to the Federal and Provincial and Federal Governments to fund the development of the internationalisation of post-secondary educational institutions in the Province.
 - Prepare a report on the compensation of Deans and Directors.
 - Chair a committee tasked with making recommendations on the setting of fees for international students.
- My commissioning by the President to prepare a sole authored report recommending a strategy for the internationalisation of the University.

As Dean I served on a variety of University and External committees and boards including:

University Committees

- The Senior Academic Administrative Group
- The Advisory Committee on the Capital Campaign
- The International Relations Advisory Committee
- The Optimum Student Profile Committee
- The University Research Council
- The Priorities and Planning Committee
- The External Communications Subcommittee of the Priorities and Planning Committee (Chair)
- The Steering Committee for the Human Resource Management Strategic Review
- The Steering Committee for the Offshore Oil and Gas Strategic Plan
- The Collective Agreement negotiating team

- The Search Committees for the Director of Human Resources, the Dean of the School of Continuing Studies and the Director of International Recruitment
- The Review Committee for the Principal of Sir Wifred Grenfell College (Chair)

External Committees and Boards

- The Canadian Federation of Business School Deans (Chair 2000-2002)
- The International Advisory Committee of the AACSB (The International Association for Management Education (2000- 2003)
- The Nominating Committee for 2001-02 for the AACSB
- The Network of International Business Schools
- External advisor for the MBA program at the Dublin Institute of Technology (1999-2004)
- The CA Educational Foundation of Newfoundland and Labrador
- The Genesis Group (Executive Committee and Chair of the Audit Committee)
- The International Recruitment Working Group of the Council on Higher Education (Chair)
- Global Forum 2002 (Planning Committee)
- Irish Business Partnerships (Executive Committee)
- Fishery Products International (Audit and Human Resources Committees)

Director: Centre for

Faculty of Business Administration

Management Development

Memorial University of Newfoundland

Primary responsibilities included the overall operation of the Centre for Management Development including planning, current operations, liaison with external constituencies and supervision of a staff of three people. The Centre offered a variety of public courses, developed client seminars and ran specialized programs including a two-week Supervisory Management Program, a one-week Management Skills for Technical Professionals program, and a two-week Executive Development Program. The Centre delivered over 200 days of training annually.

In addition I was responsible for the co-ordination of the Management Consortium. The Consortium, the result of co-operation between the Centre for Management Development and several large Newfoundland corporations, has as its objective the design and delivery of training programs and seminars for employees of the member organizations.

January 1989 to September 1991

MANAGEMENT EXPERIENCE: MILITARY

Executive Officer

HMCS Fundy

Responsible to the Captain for the operations of all functional departments on this training ship and all aspects of shipboard routines, administration and discipline.

Developed training programs for ship's personnel and junior officers. Assessed, counselled and prepared written evaluations on over 200 junior officers. Co-ordinated long-range program planning for the ship and planned and directed a month long transfer of personnel and stores to a newly refitted vessel. Evaluated the performance of crew members to determine future training requirements and promotion potential.

Accountable to the Captain for stores, inventories and confidential materials. Controlled ship's funds. Initiated a program that resulted in the introduction of a new control system for funds in all four ships in the division.

August 1976 to July 1978

Navigating Officer

HMCS Quappelle/Kootenay

Supervised the navigation department. Prepared training programs for junior officers. Carried out independent audits of inventories and funds. Responsible for the planning, scheduling and execution of a four-month training program for a crew of 200. Arranged for the provision of all required facilities, transportation and instructional personnel. Maintained and updated training records and submitted a formal report on completion.

August 1973 to July 1976

ACADEMIC EXPERIENCE

Continuing Adjunct Full Professor

***Queen's/Smith
School of Business
Queen's University***

Responsible for developing and teaching courses in Leadership, Global Leadership, Cross-cultural Management and Corporate Social Responsibility in the Masters in International Business, full time MBA and Accelerated MBA programs. Served on a variety of committee's including, the School of Business Renewal, Promotion and Tenure Committee, the Academic Advisory Committee for the MBA and Masters in Management programs, the AMBA and MIB Curriculum Review Committees, the Academic Integrity Panel, the International Exchange Advisory Committee and Queen's University International Council. Research activity focused on the characteristics of effective leaders.

July 2002 - present

Associate/Assistant Professor

Faculty of Business Administration

Memorial University of Newfoundland

Teaching responsibilities included developing and teaching courses in Organizational Behaviour and Cross-Cultural Management at the graduate and undergraduate levels and Management Theory International Business and Current Topics in Organizational Behaviour at the undergraduate level. Research activity focused on an examination of the linkage between cultural adaptability and performance in international business and on the problems faced by Canadians operating internationally.

Other responsibilities included Chairing the Undergraduate Studies Committee and membership on the Graduate Studies Committee, the Admissions Committee, the Senate Undergraduate Committee, the Management Group, and the External Advisory Board of the Faculty of Business Administration and the Fund Raising Sub-Committee of the Board. I was also Chairman of the OB/OT/IR Division for the 1987 Atlantic Schools of Business Conference and was one of two professors selected to work with a group of MBA students during their residency at the Harlow, U.K. campus of Memorial during the fall term of 1987.

July 1986 to Present

Research Associate

School of Business Administration

The University of Western Ontario

Participated in research projects focused on ethical and cross-cultural management issues facing Canadian multinationals in their offshore operations. Analysed information gained through personal interviews with senior executives to plan and prepare case material for industry and academic management training programs.

Helped establish and develop the Canada-Africa Business Advisory Group (CABAG) and was actively involved in the development of joint ventures between Canadian and African businessmen. Prepared successful proposals for funding agencies and negotiated with potential foreign partners. Identified and built relationships with Canadian companies interested in working offshore. Carried out business and research in Kenya, Nigeria and Mexico. Primary researcher and co-author of "Doing Business in Kenya: A Guide for the Canadian Investor."

May 1980 to September 1982

PUBLICATIONS

Books

R.W. Blake, Editor, Y. Shafai, Management in a Multi-Cultural Setting, 2nd. ed., 1997 and 3rd. ed., 1999, Halifax, Dalhousie University

Blake R.W., Lee-Gosselin H. & Grise, J, Human Resources Management in a Bank Setting 2nd. ed, Montreal, The Institute of Canadian Bankers, 1993

H. Lane, J. DiStefano, International Management Behaviour 2nd. ed, (in collaboration with L. Wright & R.W. Blake), Boston, PWS-Kent, 1992

Doing Business in Kenya: A Guide for the Canadian Investor, with H. Lane, D. Simpson & D. Lindsay, London, Ontario, CABAG, 1984

Papers

The International Success of Small and Medium Sized Companies: Assessing the Role of Culture and Cultural Adaptability, Presented at the 1993 Academy of International Business Conference

The Importance of Cultural Issues as Barriers to International Success: A Small Firm Perspective, ASAC Conference Proceedings, Lake Louise, Alberta, 1993

Assessing the Importance of Cultural Adaptability, with D. Hogan, ASAC Conference Proceedings, 1992 Conference, Quebec City, Quebec, 1992

Cultural Adaptability and International Performance, with D. Hogan, ASAC Conference Proceedings, Niagara Falls, Ontario, 1991

Organizational Performance and the Cultural Gap: Toward a Framework, with D. Hogan, ASAC Conference Proceedings, Whistler, B.C., 1990

Managing the Human Resource Function: The Prentice- Hall Survey, with V. Murray and D. Whitehead, in "Human Resource Management in Canada", Toronto, Prentice-Hall Canada, 1990

Role Orientation and Influence in Organizational Level Decision Making: Scale Development and Quantitative Analysis, ASAC Conference Proceedings, Montreal, Quebec, 1989

The Role of the Human Resource Executive: Orientation and Influence, ASAC Conference Proceedings, Halifax, Nova Scotia, 1988, (Honourable Mention, Human Resource Division)

Orientation and Influence - The Case of the Senior Human Resource Executive, ASAC Conference Proceedings, Whistler, B.C., 1986

Cases in Books

"Canada Royal International" (A), with H.Lane, in:

Lane H., DiStefano J. & Maznevski, M.L.,International Management Behaviour, 3rd. edition, Boston, Blackwell, 1997 (Also in 1st & 2nd ed.)

Deresky, H., International Management: Managing Across Borders and Cultures, New York, Harper Collins, 1994

"Canada Royal International (B)", with H. Lane, in Ronen. S., Comparative and Multinational Management 2nd ed., Toronto, John Wiley & Sons, 1986

"Dykins Ltd.", with H. Lane, in:

Irbrahim A.B. and Argheyd K., Cases in Strategic Management: A Canadian Perspective, McGraw Hill Ryerson Ltd.,1994

Jauch, L.R., Business Policy and Strategic Management, 5th edition. 1988

"Fishery Products International", with D. Hogan, in Beamish P and Woodcock,C., Strategic Management 5th. edition, Boston, Irwin, 1999 (also in 3rd and 4th editions

"Footwear International" in:

Deresky H., International Management: A Cross Cultural Approach, 3rd edition, Harper Collins, New York, 2000 (Also in 1st and 2nd editions)

Fatehi, Kamel, Managing Internationally, Sage Publications, Thousand Oaks, California, 2007

Lane H., DiStefano J. & Maznevski, M.L.,International Management Behaviour, 5th. edition, Boston, Blackwell, 2005 (Also in 1st – 4th editions)

Sexty, R., Contemporary Management in Canada, Prentice-Hall Canada, 1992

Sharp, David, 1999, Business Ethics Cases, Beijing, China Machine Press/Huazhang Graphics Company, (in Chinese), ISBN 7-111-06617-O/F

Sharp, David, 2002, Business Ethics Cases, Taipei, Yuan-Liou Publishing Co.,
(in Chinese), ISBN 957-32-4728-3

Thomas, David C. & Lazarova, Mila, International Human Resource Management
Sage Publications, Inc., June, 2013

Thomas, David C. Editor, International Management: Readings and Cases, Sage Publications, Inc., June 2003.

"Nippon Diversey", with P. Ritchie, in Canadian Companies in Japan: Lessons From Experience, A. Conway and V. Jones (editors), University of Calgary Press, 1998

"Polysar (A-D)", with J. DiStefano, in Lane H. and DiStefano J., International Management Behaviour, 2nd. edition, Boston, Kent, 1992. (Also in 1st ed.)

"Solartron (A)", with H. Lane, in Irbrahim A.B. and Argheyd K., Cases in Strategic Management: A Canadian Perspective, McGraw Hill Ryerson Ltd., 1994

"Solartron (C)", with H. Lane, in:

Deresky, H., International Management: Managing Across Borders and Cultures, New York, Harper Collins, 1994, 1997, 2000(3rd Edition)

Lane H. , DiStefano J. & Maznevski, M.L., International Management Behaviour, 3rd. edition, Boston, Blackwell, 1997 (Also in 1st & 2nd ed.)

Jauch, L.R., Business Policy and Strategic Management, 5th edition, 1988

"Thurlow Limited", with H. Lane, in Lane H. and DiStefano J., International Management Behaviour, 2nd. edition, Boston, Kent, 1992. (Also in 1st ed.)

EXECUTIVE EDUCATION AND INTERNATIONAL TEACHING

Queen's Executive Development Centre

Taught modules on a variety of topics, including leadership and cross-cultural management on Queen's Executive, Public Executive, Operations Leadership and Leadership Programs. Faculty Lead for Operations Leadership and Leadership programs. Developed materials and taught on custom programs for Royal Sun Alliance, BMW Canada, Canada Post, the Canadian Imperial Bank of Commerce and the Government of Manitoba. Developed and delivered custom three to five day leadership programs to a variety of clients in Oman, Dubai, Saudi Arabia and Abu Dhabi, including Mobily, Bank Muscat, the National Bank of Oman, and Ahli Bank.

Nordakademie

Developed and continue to offer a three-day compressed course on Global Leadership for the Executive MBA Program

Northern Institute of Technology - Hamburg

Delivered a three-day compressed course on Global Leadership in MEng/MBA program in Hamburg and Nanjing.

Dalhousie University - Financial Services MBA

Taught the first offering of Management in a Multi-Cultural Setting to a group of senior bankers from across Canada during the fall of 1996. From then until 2001 I taught this course on an annual basis, for the last three years for cohorts of managers from the Bank of Montreal as part of a custom program.

Institute of Canadian Bankers

Human Resources Management in a Bank Setting: I taught this eight-day residential program for middle managers from the banking sector in a variety of locations in Canada as well as offering programs in Mexico and Brazil. In 1991, 1992 and 1993 I taught a similar program for senior managers.

Stockholm School of Economics

From 1994 to 1997 I taught a one-week module to international MBA students on the Cross Cultural Management course of the Institute for International Business.

Executive Programs: University of British Columbia

Managerial Achievement: A five-day residential program presented annually to a group of approximately thirty middle and senior managers. (With R. Roskin) 1988-1992.

Center for Management Development: Memorial University

Management School: Taught a three-day module on Managerial Achievement used as the introduction to this two-week residential program. (With R. Roskin) 1988-1992.

Client Courses: Developed and delivered seminars on such topics as corporate culture, conflict resolution, team building, leadership and motivation to managers and supervisors from a variety of organizations including Newfoundland Hydro, Air Atlantic, CEIC, Fishery Products International, Cross Memorial Hospital, the Iron Ore Company of Canada, the Royal Bank of Canada , Newtel Communications and the Canadian Broadcasting Corporation.

Continuing Education, University of Western Ontario

Supervisory Training Program for First-Line Manufacturing Supervisors: Designed and taught a six session module on human resource management for the London Industrial Training Advisory Board (LITAB), 1985-86

Supervisory Training Program for First-Line Administrative Supervisors: Co-designed and team-taught a four session module on high performance management for LITAB, 1985-86

Leadership & Administration: Co-designed and team-taught a four session general interest course. Fall 1984, 1985

PROGRAM REVIEWS

Served as External Advisor on the development of the MBA Program at the Dublin Institute of Technology and subsequently spent five years as External Examiner for the Program

Served on:

1) Review panels for the business schools at:

- The University of New Brunswick - Fredericton,
- Bishops University,
- a three-day compressed course on Global Leadership Wilfred Laurier University
- The University of Regina
- The University of Fredericton

2) The program review teams for the:

- Management and Organizational Sciences program at the University of Western Ontario
- MBA programs at Waikato University, New Zealand **(Chair)**
- EMBA program at Saint Mary's University
- Proposal by the University of Phoenix to open a University in New Brunswick
- Proposal by Yorkville University to offer a BBA degree. **(Chair)**
- Proposal by Yorkville University to offer an MBA Program in British Columbia
- CEEMAN initial accreditation review for the Estonian-American Business School
- CEEMAN initial accreditation review for the Warsaw School of Economics **(Chair)**
- CEEMAN reaccreditation review for IEDC-Bled **(Chair)**
- MBA Program at the University of Fredericton
- Yorkville University MBA review

REFERENCES - Available on request