

Raymond D. Smith, Ph.D.

**Management Department
Howard University
Washington, DC**

raysmith@howard.edu

Education

Ph.D. (Business Management)
1988 Univ. of Maryland at College Park

M.B.A. (Marketing/Transportation)
1981 Univ. of Maryland at College Park

B.S. *cum laude* (Finance)
1979 Univ. of Maryland at College Park

Current Employment

Full Professor, Howard University 2015-present

Associate Professor. Howard University, 2003- 2015

Assistant Professor “ “ 1997-2003

Scholarly Activities

Publications:

Dissertation:

Smith, Raymond. D. "An Empirical Analysis of Firm Strategy in the

United States Motor Carrier Industry," Doctoral Dissertation
University Microfilms International, Ann Arbor, MI. 1988, 209
pp.

Refereed Journal Articles:

1. Corsi, T.; Grimm, G.; Smith, R. " Motor Carrier Strategies in a Changing Environment: An Empirical Approach" Journal of Transportation Research Forum 1986 Annual Meeting – Awarded "Best Paper in a Motor Carrier Area" by Transportation Research Forum - 1986 - \$1,500. cash award
2. Smith, R.; Corsi and Grimm; " Motor Carrier Strategies and Performance", Transportation Research Series A, Vol. 24A, no. 3, pp 201-210, 1990
3. Corsi, T.; Grimm, C.; Smith, K.; Smith, R. "Deregulation, Strategic Change, and Firm Performance Among LTL Motor Carriers" Transportation Journal, Vol.31, no.1, Fall 1991
4. Smith, R.; Corsi, T.; Grimm, C.; Smith, K. "The Effects of LTL Motor Carrier Size on Strategy and Performance" The Logistics and Transportation Review, Vol. 28, no. 2, June, 1992
5. Corsi, T.; Grimm C.; Smith, R. "Determinants of Strategic Change in the LTL Motor Carrier Industry: A Discrete Choice Analysis" Transportation Journal Vol. 33, Summer 1993
6. Darrow, W.; Smith, R.; Fabricant, R. "Home Depot and the Home center Industry: Competitive Strategies and Mobility Barriers", Mid-Atlantic Journal of Business, Vol. 30, No. 3, December 1994
7. Singer, D.; Smith, R. "The Ethical Significance of Corporate Teleology", The Journal of Human Values, Volume 3, No.1, Winter 1997
8. Smith, R. "The Common Morals Approach to Business Ethics", The Journal of Human Values Volume 3, No.2, Summer 1998
9. Singer, D.; Smith, R "Parables of Corporate Ethics", Perspectives on Global and Business Change, the Journal of the World Business Academy, June 1998

11. Smith, R; Darrow, W. "Strategic Management in History: The Rise of Sears Incorporated" Journal of Business and Entrepreneurship, March 1999
12. Smith, R. "A Values Based Transformation Model " Perspectives The Journal of the World Business Academy , Vol. 13, no. 2, June 1999
13. Smith, R. "Motivating Ethical Behavior through Cost Benefit Analysis", Perspectives The Journal of the World Business Academy, Vol. 16, No. 1, January 2002
14. Smith, R. "A Case for the Centrality of Ethics in Organizational Transformations", Journal of Human Values, Vol. 8, No. 1, Summer 2002
15. Smith, R.; Roberson-Saunders, P.; Fanara, P. "The Impacts of 8(a) Program on Minority Firm Development: an Exploratory Study", Journal of Developmental Entrepreneurship. Vol. 9, no. 1, 2004
16. Smith, R. "The Spiritual Side of the Ethics Crisis, Journal of Human Values, Vol. 11, no. 1 p.63-72 , Spring 2005
17. Smith, R. "Can Business Ethics be Improved through Spirituality?" Viewpoints, The EJournal of the World Business Academy, February 10, 2005
18. Roberson-Saunders, P. and Smith, R. "Gender Differences in Minority Firm Hiring Practices and Customer Patronage" "Developmental Entrepreneurship 5th ed. ; C. Stiles; C. Galbraith Eds. , Elsevier Press, London, 2006
19. Smith, R. "The Value of Charity in a World of Profit Maximization", Journal of Human Values, Vol. 14, (1), 49-63, 2008;
20. Smith, R. "A Study in Stakeholder Management: Sears in the Great Depression", GITAM Journal of Management, Fall 2009
21. Smith, R. "An Analysis of the Role of Greed in the Ongoing Global Financial Meltdown" Journal of Human Values, Vol. 16, (1), 2010
22. Smith, R. "The Debt Crisis and the Loss of Freedom" Journal of Human Values, Oct-Dec 2012 issue, Vol. 18 (2). 2012 <http://jhv.sagepub.com/content/current> **14th highest ranked article based on online access in the history of the journal**
23. Smith, R., Singer, D. "Spirituality in Corporate Social Responsibility: A Proposed Solution to the "Failed System" Problem" Interdisciplinary Journal Of Contemporary Research In Business, Vol.4, (6) , p. 58-68, 2012
24. Smith, R., Debode, J, and Walker A. "The Influence of Age, Theism and Gender on Ethical Judgments", Journal of Management, Spirituality and Religion, Vol. 10 (1), pp. 67-89 , 2013

25. Saunders, P., Smith, R and Goel, R. "Do Women Fare Better in Female Owned Businesses?", , Journal of Developmental Entrepreneurship, Vol.19, (3) , 2014
26. Walker, A., Jones-Farmer, DeBode, Smithers and Smith, "Using Latent Profile Regression to Explore the Relationship between Religiosity and Work Related Ethical Judgments", Journal of Religion and Business Ethics, Vol.3, article 12, 2014
27. Smith, R. "Globalization and Stakeholder Management: A Suggested Synthesis" , GITAM Journal of Management, 2017, Vol.15 (4), pp. 1-22
28. Smith, R. "An Application of Operant Conditioning and Psychological Hedonism Theory to Ethical Decision Making", GITAM Journal of Management, 2019, Vol. 17 (2)
29. Smith, R. "Metaphysical Solutions to the Downside of Globalization" , GITAM Journal of Management, 2022, Vol. 20 (3)
30. Smith, R., S. Kulkarni, "The Importance of the Authentic Virtuous Employee in the Search for Meaningfulness in Work.", Journal of Human Values, 2022, Vol.29 (1)
31. Smith, R., "Ethical Globalization: A Sustainable, Equitable Approach" AAYAM AKGIM Journal of Management, 2023, Vol. 13(1)
32. *Article submitted 8/1/24 to Journal of Business Ethics with S. Kulkarni "Moral Innovation Absorption and Integrity Capacity Development of Supply Chains: Impact of Network Characteristics" Under Review*

Refereed proceedings:

1. Smith, R.; Singer, D. "Shared Values and Ethical Management" Proceedings Southeastern Chapter The Institute of Management Sciences 1994 Annual Conference, October 1994
2. Smith, R.; Singer, D. "Sadhu and Samaritan: Parables for Corporate Ethics" Proceedings Southeastern Chapter The Institute of Management Sciences 1995 Annual Conference, , Myrtle Beach, SC, October 1995
3. Darrow, W.; Smith, R.; "The Influence of Major Environmental Change on the Strategy of Sears Inc. - 1886-1929 Proceedings Southeastern Chapter The Institute of Management Sciences 1996 Annual Conference, October 1996
4. Smith, R.; "An Application of Cost-Benefit Theory to Business Ethics" Proceedings Southeastern Chapter The Institute of Management Sciences 1996 Annual Conference Myrtle Beach SC, October 1996

5. Smith, R. "The Use of Values Management as a Change Agent", Proceedings of the Society for the Advancement of Management, 1998 World Conference, Arlington, VA, April 1998
6. Rammamorthy, N; Smith, R. "Individualism-Collectivism: A Comparison of Attitudes of Whites vs. Blacks to Selected HR Practices" Proceedings of the Society for the Advancement of Management, 1999 World Conference, Las Vegas, NV, March 1999
7. Smith, R.; Roberson-Saunders, P.; Fanara, P. "An Exploratory Study of 8(a) Program Impacts on Minority Firm development and Growth" Proceedings 2003 United States Association of Small Business and Entrepreneurship, Hilton Head, SC January 2003 (*Won John Jack Best Paper Award 2003*)
8. Walker, Farmer, DeBode, Smithers and Smith R. "The relationship between religiosity and work-related ethical beliefs: A tale of two paradigms" Academy of Management Annual Meeting Proceedings, August 2012

Conference Presentations:

1. Corsi, T.; Grimm, G.; Smith, R. "Motor Carrier Strategies in a Changing Environment: An Empirical Approach" Transportation Research Forum 1986 Annual Meeting - (see awards and honors section)
2. Smith, R. "The Relationship Between Firm Size and Strategic Behavior and Performance" Transportation Research Board Annual Meeting Washington, D.C. January 1991
3. Nag, B.; Smith, R. "Structuring Operational Decision Support Systems from Strategic Decision Parameters" Presented at ORSA-TIMS National Conference Anaheim CA, October, 1991
4. Smith, R.; Singer, D. "Shared Values and Ethical Management" Presented at Southeastern Chapter The Institute of Management Sciences 1994 Annual Conference Myrtle Beach SC, October, 1994
5. Smith, R.; Singer, D. "Sadhu and Samaritan: Parables for Corporate Ethics" Presented at Southeastern Chapter The Institute of Management Sciences 1995 Annual Conference, Myrtle Beach SC, October, 1995
6. Darrow, W.; Smith, R.; "The Influence of Major Environmental Change on the Strategy of Sears Inc. - 1886-1929 Presented at Southeastern Chapter The Information Management Society 1996 Annual Conference, Myrtle Beach SC, October 1996

7. Smith, R.; "An Application of Cost-Benefit Theory to Business Ethics" Presented at Southeastern Chapter The Information Management Society 1996 Annual Conference, Myrtle Beach SC, October 1996
8. Smith, R. "The Use of Values Management as a Change Agent", Presented at Society for the Advancement of Management, 1998 World Conference, Arlington, VA, April 1998
9. Rammamorthy, N; Smith, R. "Individualism-Collectivism: A Comparison of Attitudes of Whites vs. Blacks to Selected HR Practices" Presented at Society for the Advancement of Management, 1999 World Conference, Las Vegas, NV, March 1999
10. Smith, R.; Roberson-Saunders, P.; Fanara, P. "An Exploratory Study of 8(a) Program Impacts on Minority Firm development and Growth" Proceedings 2003 United States Association of Small Business and Entrepreneurship, Hilton Head, SC January 2003 (*Won John Jack Best Paper Award*)
11. Walker, Farmer, DeBode, Smithers and Smith R. "The relationship between religiosity and work-related ethical beliefs: A tale of two paradigms" Academy of Management Annual Meeting Proceedings, August 2012

Funded Grants Howard University

Co-principal Investigator on SBA grant to assess effectiveness of entrepreneurship training on selected 8(a) businesses (with Dr. Pat Saunders) 1998 – 2003

Internship Coordinator – E.M. Kauffman Entrepreneurship Internship Program Grant received by School of Business (with Dr. Pat Saunders) 2001 –2003

Executive Training for Republic of Georgia administrators at Howard University Bunche Center – January, 1999

Co-Principal Investigator on Ford Motor Company funded study of minority dealership practices and management - 2008

Research Activities - NJIT

- Developed cooperative education program between NJIT and New Jersey Transit. Included designing an advertising plan and promotional literature for transit industry in general on a national level. (Sponsored by Department of Transportation)
- Developed and administered questionnaire to survey cooperative education programs in transportation departments at United States' universities in conjunction with Institute of Traffic Engineers (ITE).

- Submitted research proposal to National Highway Research Council (DOT) to develop motivation and training programs for highway construction supervisors
- Submitted research proposal to New Jersey Department of Transportation to study causes of excessive turnover among Department engineers
- Submitted research proposal to U.S. Department of Transportation Regional Transportation Research Consortium to identify strategic characteristics of successful public transit firms

Research Activities University of Maryland

- Determination of motor carrier bankruptcy indicators before and after deregulation; assisted T. Corsi- 1983
- Study of competitive transport options for commodities under consideration for regulatory exemption by ICC; assisted T. Corsi-1984
- Study of insurance coverage of Maryland mass transit firms sponsored by Urban Mass Transit Administration; principal research assistant, assisted T. Corsi, M. Roberts and P. Fanara- Summer 1983

Courses Taught/Developed at Howard University

- Selected as faculty coach for development of online courses in Howard University, Executive MBA Program
- Leadership and Organizational Behavior -XMGT 500 (developed all content and instructed online Executive MBA Program August 2012-present)
- Strategic Management XMGT 590 (developed all content and instructed Howard University online Executive MBA Program, June 2013-present)
- Management Consulting (Howard University Online E-MBA Program, June-July 2014)
- Management and Organizational Behavior MGMT 301
- Organizational Behavior MGMT 302
- Management Development – skills building for managers MGMT 340
- Business Policy -capstone course- MGMT 390
- Strategic Management - MBA capstone Course – GMGT 590

Courses Taught/Developed at Towson State

- Management and Organization Theory MNGT 361 - Fall 1990 - 1997
- Business Strategy and Policy MNGT 481 - Fall 1990-1996
- Business Environment and Public Policy MNGT 482 - Fall 1996 -1997

Courses Taught/Developed at Woodbury University

- Strategic Planning and Management Winter-1990 Graduate School
- Management Policy and Strategy Fall-1989 Graduate School
- Management of Organizational Behavior Fall-1989 Graduate School
- Principles of Organizational Behavior Fall-Winter 1988-1989
- Principles of Management Fall-Winter 1988-1989

Courses Taught/Developed at NJIT

- Management Practices Spring 1989
- Principles of Transportation Management Fall 1988
- Transportation Finance Fall 1988-Graduate School
- Distribution Logistics Spring 1989-Graduate School

Courses Taught/Developed at University of Maryland

- Logistics Management (M.B.A. program) Summer 1992-1995
- Introduction to Business Summer 1984, 1985, 1986
- Principles of Transportation Summer 1984, Spring and Fall 1984-1988
- Management of Physical Distribution and Transportation Summer 1985, Spring and Fall 1984-1988
- Advanced Logistics Management Spring 1988

Service and Professional Development Activities

Howard University

- Howard University School of Business **Academic Planning Committee** -2012-present, Chair for 2014, 2022- present
- CETLA **Black Board and Distance Learning** Certification - Fall 2011
- Howard University **At Risk** course completed – training to help faculty identify students at risk or in crisis - August 2011
- Howard University School of Business **Executive Committee**, 2008, 2010-2011, 2014-2022
- Member and or Chairman, Howard University School of Business **Graduate Programs Committee** – 2005
- Member Howard University School of Business **Appointment, Promotion and Tenure Committee**- 2004, 2005, 2007, 2008, 2014-present
- Chairman, Management Department **Appointment, Promotion and Tenure Committee** – 2004 2005 2007 2008
- Secretary-Treasurer – HU Chapter **Beta Gamma Sigma National Honor Society** 1999 - present , *HU Chapter has been named an Outstanding Chapter 3 times during my involvement, most recently for 2013-2014.*
- Departmental representative to School wide **Academic Planning Committee** 2012-present
- Departmental representative to School wide **Faculty Research and Development-Research Committee**- evaluate and rate faculty research stipend proposals, facilitate greater research productivity for all faculty 1999 -2003
- Departmental representative to School-wide **Faculty Research and Development** – teaching committee 1998-1999 – did research on various approaches to teaching evaluations using telephone surveys and literature reviews.

Towson State

- **Founder and President of Beta Gamma Sigma Towson State University Chapter**, 1992- 1997. This position involves overseeing all chapter operations and relations with the business community.

- Selected to serve as **Ethics and Social Issues Track Chair for Southeast Institute for Operations Research and Management Sciences (INFORMS)** Annual Conference 1996.
- Faculty Representative for Towson State to the **Council of University System Faculty** (Elected Spring 1994 for 3 year term) Involves on-going interaction with top level University of Maryland System Administrators and legislators.
- Member of **University Senate Retrenchment Committee** 1993-1996
- Chairman of Departmental Curriculum Committee - Towson State University - 1992 - 1997
- Member of CBE Faculty Research and Development Committee 1991 - 1997
- Member of Departmental Curriculum Committee - Towson State University - 1990 - 1997
- Member of Departmental Scholarship Committee - Towson State University - 1990 - 1997

Other Service

- *Pro bono* Management Consultant Gospel Rescue Ministries 810 5th Street NW Washington, DC 20001 – consulted with Executive Director to restructure organization, engage in systems re-design and undertake MBO initiative. Also worked with Executive Director on personal management training. 1997- 2000
- Member of Woodbury University Faculty Personnel Committee ○ 1989
- Faculty advisor for Woodbury University MBA Students' Association - 1989
- Member of NJIT departmental committee for development of instructor evaluation form - (1989)
- Faculty advisor to Delta Nu Alpha-Transportation Student Group at U of Md. - (1987 - 1988)
- Secretary Treasurer Beta Gamma Sigma-National Honor Society U Of Md. Chapter - (1985 - 1987)
- Vice President Association of Doctoral Students at U of Md. College of Bus. Mgt.. – 1985

Awards and Honors

- Promoted to Full Professor, Howard University, 2015
- Cited for exceptional service to Beta Gamma Sigma business honor society by the National Office 2005
- Received promotion to Associate Professor with tenure, Howard University 2003
- Received *John Jack Best Paper Award* 2003 - United States Association of Small Business and Entrepreneurship
- Selected six times one of Howard University's *Outstanding Faculty Authors* based on research publications for 1999, 2002, 2003, 2004, 2006,2008
- Received performance based, merit increases in salary based on colleague nomination, Howard University School of Business – 1998, 1999, 2000,2001, 2002, 2003, 2004
- Selected to receive Summer Research Stipend – Howard University School of Business – 1999, 2000, 2001,2008,2009
- Named To Howard University Graduate Faculty – 1999-present
- Selected one of Towson State University's "Favorite Instructors" by Pan-Hellenic Council - 1992
- Selected one of University of Maryland's “Outstanding Instructors” for Fall 1986- Based on Student Evaluations
- Awarded "Best Paper in a Motor Carrier Area" by Transportation Research Forum along with T. Corsi and C. Grimm - 1986 - \$1,500. cash award
- Member Alpha Lambda Delta - national freshmen honor society-1976
- Initiated as member of Beta Gamma Sigma - national business honor society-1979
- Initiated as member Phi Kappa Phi - national honor society-1979

Consulting Activities:

Consulting activities include:

- Ford Motor Company – co-principal investigator on project to determine causes of minority owned dealership failure – 2008
- US Small Business Association – co-principal investigator, multi-year contract to determine cause of minority business success and failure for former 8(a) Program Participants- 2006-2008
- Gospel Rescue Mission, Washington, DC – MBO development and strategic planning model 1997-2000 pro bono
- Silberne Sales, Inc., Washington, DC –strategic growth planning and operational reengineering
- Comprehensive Financial Services, Bethesda MD - sole investigator on project to develop strategic plan and ameliorate personnel problems for law/accounting practice 1997-1998
- Oregon Economic Development Committee Principal in association with REDA Intl. Inc. - project to enhance economic development of novice entrepreneurs in south-central Oregon 1996
- REDA Intl. Inc., Wheaton, MD consult and research with firm on various projects including economic development and training. 1996
- State of Maryland – Study to determine insurance needs of municipal transit companies - 1983