

UMUC Faculty Profile

Dr. Ralph Masi, Adjunct Professor

Business & Executive Programs

Position(s) Held

2002-2007; MBA program

Education/Degrees Held

Ph.D., Management, University of Illinois, Chicago, IL, July 1994.

Major: Strategic Human Resource Management

Minor: Statistics

Dissertation Area: Transformational Leadership, Empowerment, Quality and Productivity.

Dissertation was based upon an original, large-scale, regression analysis-based study of leadership, productivity, and behavioral antecedents of TQM.

M.S., Strategic Studies, U.S. Army War College, Carlisle, PA, July 2000.

M.S., Industrial Engineering, Texas A&M University, College Station, TX, January 1988.

Major: Operations Research

Minor: Engineering Management

M.P.A., University of Oklahoma, Norman, OK, December 1984.

Major: Public Management

B.S., United States Military Academy, West Point, NY, June 1977.

Major: National Security & Public Affairs

Minor: Mathematics

Courses Instructed

AMBA 600 MBA Fundamentals

AMBA 602 The Dynamics of Individuals and Groups in Work Organizations

Brief Statement About Instructor

Ralph Masi is a Senior Analyst with the RAND Corporation in Washington D.C. He completed a 25-year active duty Army career in July 2002, retiring as a colonel, and began his career at RAND in August 2002.

A native of New York, Dr. Masi was nominated to attend the United States Military Academy by Senator Jacob Javits (R-N.Y.) in March 1973, and subsequently graduated with the West Point Class of 1977. He holds the Ph.D. in Management from the University of Illinois (full Army fellowship, 1991-1994), an M.A. in Strategic Studies from the Army War College, an M.P.A. from the University of Oklahoma, an M.S. in Industrial Engineering and Operations Research from Texas A&M (full fellowship, 1987-88), and a B.S. from the United States Military Academy.

At RAND, Dr. Masi is currently involved in major studies on management of the Iraq war wounded, Army officer manning, management of the defense acquisition work force, and the Army Human Resources Command's move to Fort Knox. Previously, his research centered on readiness effects of the Iraq war, transforming the Army school system, and development of joint-serving general / flag officer and senior non-commissioned officer competency requirements.

Dr. Masi served as Chief of the Plans Division, Office of the Deputy Chief of Staff for Personnel (now G-1), Army, from 1999 to 2002. There he had primary staff responsibility for the FY01 Quadrennial Defense Review (QDR) as well as for the restructuring of personnel authorizations for the transforming Army. He also led the Chief of Staff, Army, Manning Task Force, and managed the analysis of its officer component. In addition, Dr. Masi co-led the reorganization of DCSPER, and its subsequent merger with Manpower and Reserve Affairs, after the 9-11 attacks. Previously, Dr. Masi served as Strategic Planner for the Army Chief of Staff – with primary responsibility for force structure analysis and options for QDR '97 and for the 00-05 fiscal program – and also as the Chief of Officer Analysis, Officer Division, in ODCSPER (1994-1996). He served as the senior mission analyst for the Army Recruiting Command (1988-91), with responsibility for development of unique monthly enlistment missions for the 55 battalions of USAREC, and also served in a range of command and staff positions in four of the Army's combat divisions (1978-1987). There, he held assignments in the infantry (both airborne and mechanized) and combat aviation. An Army parachutist and Ranger, he has flown over a thousand accident-free hours, primarily in AH-1 Cobras as pilot in command.

Dr. Masi is an experienced educator, and since 1994, while still on active duty, has taught at the MBA-level: first as an adjunct Assistant Professor with Marymount University ('94-'01), and later as an adjunct Associate, then Full Professor with the University of Maryland, where he currently teaches organizational theory and behavior in a mix of face-to-face and distance-delivered (online) courses. In addition, Dr. Masi has published in the refereed journals *Group and Organization Management* and *International Journal of Organizational Analysis*.

Publications**ARTICLES IN REFEREED PUBLICATIONS**

Masi, R. and Cooke, R.A. *Transformational leadership and its effects*. (International Journal of Organizational Analysis ; 2000; also, presented at the International Conference on Advances in Management, Lincoln University, England, July 1998.)

Klein, A., Masi, R., and Weidner, K. *Norms and expectations, distribution and amount of control, and perceptions of quality: An empirical study of linkages*. Group and Organization Management; June 1995.

Also RAND publication, not in the public domain, 2003-2007.