

Curriculum Vitae

JAMES P. GUTHRIE

**William and Judy Docking Professor
School of Business, University of Kansas**

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August, 2017

EDUCATION

1989	Ph.D. University of Maryland, College Park	Human Resource Management Organizational Behavior (minor)
1983	M.B.A. State University of New York @ Buffalo	Human Resource Management
1979	B.A. (<i>cum laude</i>) State University of New York @ Buffalo	Psychology

ACADEMIC POSITIONS:

2016-2017	<i>Interim Dean, School of Business, University of Kansas</i>
2014-2016	<i>Associate Dean of Academic Affairs, School of Business, University of Kansas</i>
2005-	<i>William & Judy Docking Professor, School of Business, University of Kansas</i>
2002-2005	<i>Professor, School of Business, University of Kansas</i>
Spring, 2004	<i>Visiting Professor, Department of Personnel and Employment Relations, Kemmy School of Business, University of Limerick, Ireland.</i>
1994-2002	<i>Associate Professor, School of Business, University of Kansas</i>
Summer, 1999 - Summer, 2005	<i>Visiting Professor, Consortium of Universities for International Business Studies, Paderno del Grappa, Italy</i>
Fall, 1996	<i>Visiting Associate Professor, School of Management Studies, University of Waikato, Hamilton, New Zealand</i>
1995-96	<i>Director, Center for Workforce Effectiveness, School of Business, University of Kansas</i>
1988-94	<i>Assistant Professor, School of Business, University of Kansas</i>
1983-88	<i>Instructor, University of Maryland, College Park.</i>
1983-87	<i>Research Assistant, University of Maryland, College Park.</i>

RESEARCH INTERESTS:

HR policies & practices and firm performance; Employment instability; Reward systems

Dissertation:

"A theoretical and empirical examination of the influence of context on staffing decisions."
Advisor: Professor Judy D. Olian

JOURNAL PUBLICATIONS:

Client Workplace Environment and Corporate Audits (with M. Huang, F. Meschke & A. Masli). Auditing: A Journal of Practice & Theory, *forthcoming*.

The HR executive effect on firm performance and survival (with C. Chadwick & X. Xing). Strategic Management Journal, 37(11): 2346-2361.

Group rewards, group composition and information sharing: A motivated information processing perspective (with J. Super, G. Ishqadeh & P. Li). Organizational Behavior and Human Decision Processes, 2016, 134: 31-44.

Family firms, employee satisfaction, and corporate performance (with M. Huang, P. Li & F. Meschke). Journal of Corporate Finance, 2015, 34: 108-127.

The tortoise and the hare: The impact of employment instability on firm performance (with Y. J & J. Messersmith). Human Resource Management Journal, 2014, 24(4): 355-373.

Turnover at the top: The relationship between executive team departures and firm performance (with J. Messersmith, J. Lee & Y. Ji). Organization Science, 2014, 25(3): 776-793.

Executive turnover: The influence of dispersion and other pay system characteristics (with J. Messersmith, Y. Ji & J. Lee). Journal of Applied Psychology, 2011, 96(3): 457-469.

Big hat, no cattle? The relationship between use of high performance work systems and managerial perceptions of HR departments (with P. Flood, W. Liu, S. MacCurtain & C. Armstrong). International Journal of Human Resource Management, 2011, 22(8): 1672-1685.

The impact of diversity and equality management on firm performance: Beyond high performance work systems (with C. Armstrong, P. Flood, W. Liu, S. MacCurtain & T. Mkamwa). Human Resource Management, 2010, 49(6): 977-998.

Causes and effects of employee downsizing: A review and synthesis (with D. Datta, D. Basuil & A. Pandey). Journal of Management, 2010, 36(1): 281-348.

High performance work systems in emergent organizations: Implications for firm performance (with J. Messersmith). Human Resource Management, 2010, 49(2): 241-264.

Unions and the Adoption of High Performance Work Systems: Does Employment Security Play a Role? (with Liu, W., Flood, P. & MacCurtain. Industrial and Labor Relations Review, 2009, 63(1): 109-127.

High Performance Work Systems and Export Performance (with Martin-Tapia & Arragon-Correa). International Journal of Human Resource Management, 2009, 20(3): 633-653.

High Performance Work Systems in Ireland: Human Resource and Organizational Outcomes (with Flood, P., Liu, W. & MacCurtain, S). International Journal of Human Resource Management, 2009, 20(1): 112-125.

Dumb and dumber: The impact of downsizing on firm performance as moderated by industry conditions (with D.K. Datta). Organization Science, 2008, 19(1): 108-123.

The Role of Human Capital Philosophy in Promoting Firm Innovativeness and Performance: Test of a Causal Model (with T.T. Selvarajan, N. Ramamoorthy, Patrick C. Flood, Wenchuan Liu, and Sarah MacCurtain). International Journal of Human Resource Management, 2007, 18(8): 1456-1470.

Reducing patient mortality in hospitals: The role of human resource management (with M. West, J. Dawson, C. Borrill & M. Carter). Journal of Organizational Behavior, 2006, 27: 983-1002.

The future of HR management: Research needs and directions (with M. Roehling, W. Boswell, P. Caligiuri, D. Feldman, M. Graham, M. Morishima & J. Tansky). Human Resource Management, 2005, 44(2): 207-216.

HRM and labor productivity: Does industry matter? (with D.K. Datta & P.M. Wright). Academy of Management Journal, 2005, 48(1): 135-145.

Group incentives and performance: A study of spontaneous goal setting, goal choice, and goal commitment (with E.C. Hollensbe). Journal of Management, 2004, 30(2): 263-284.

Are women "better" than men? The implications of personality differences in hiring for expatriate assignment (with C.A. Stevens & R.A. Ash). Journal of Managerial Psychology, 2003, 18(3): 229-243.

Different industries, different CEOs? A study of CEO career specialization (with D. Datta and N. Rajagopalan). Human Resource Planning, 2002, 25: 14-25.

Does personality predict preferred managerial style? Evidence from New Zealand and the United States (with C. Stevens and R. Ash & C.J. Coate). Asia Pacific Journal of Human Resources, 2002, 40(3): 322-344.

Correlates and consequences of high involvement management: The role of competitive strategy (with C. Spell and R. Nyamori). The International Journal of Human Resource Management, 2002, 13(1): 183-197.

High involvement work practices, turnover and productivity: Evidence from New Zealand. Academy of Management Journal, 2001, 44: 180-190.

Group pay-for-performance plans: The role of spontaneous goal-setting (with Elaine C. Hollensbe). Academy of Management Review, 2000, 25: 864-872.

Alternative pay practices and employee turnover: An organization economics perspective. Group and Organization Management, 2000, 25: 419-439.

A re-examination of the accounting stereotype (with C.J. Coate). In J.E. Hunton (Ed.) Advances in Accounting Behavioral Research, Vol. 2, Stamford, Conn.: JAI Press, 1999: 153-171.

Career management strategies: The role of personality (with C.J. Coate & C.E. Schwoerer). Journal of Managerial Psychology, 1998, 13: 371-386.

Corporate strategy, executive selection and firm performance (with D. Datta). Human Resource Management, 1998, 37(2): 101-115.

Contextual influences on executive selection: Firm characteristics and CEO experience (with D. Datta). Journal of Management Studies, 1997, 34(4): 537-560.

Older dogs and new tricks: Career stage and self-assessed need for training (with Catherine E. Schwoerer). Public Personnel Management, 1996, 25(1): 59-72.

Additional validity evidence for a measure of *morningness* (with Ronald A. Ash and Venkat Bendapudi). Journal of Applied Psychology, 1995, 80(1), 186-190.

Executive succession: Organizational antecedents of CEO characteristics (with Deepak K. Datta). Strategic Management Journal, 1994, 15, 569-577.

Individual and contextual influences on self-assessed training needs (with Catherine E. Schwoerer). Journal of Organizational Behavior, 1994, 15, 405-422.

Labor market reputation and the value of the firm (with Keith W. Chauvin). Managerial and Decision Economics, 1994, 15: 543-552.

Environmental change and management staffing: A reply (with Curt M. Grimm and Ken G. Smith). Journal of Management, 1993, 19(4): 889-896.

Pay for performance for hourly employees: The Quaker Oats Alternative (with Edward P. Cunningham). Compensation and Benefits Review, 1992, 24(2): 18-23.

Drug and alcohol testing programs: Do firms consider their operating environments? (with Judy D. Olian). Human Resource Planning, 1991, 14(3): 221-232.

External influences on staffing: An empirical study (with Curt M. Grimm and Ken G. Smith). Journal of Management, 1991, 17(4): 735-748.

Does context affect staffing decisions? The case of general managers (with Judy D. Olian). Personnel Psychology, 1991, 44(2): 263-292.

Using psychological constructs to improve health and safety: The HRM Niche (with Judy D. Olian). In K.M. Rowland and G.R. Ferris (Eds.) Research in Personnel and Human Resources Management, Vol. 8, Greenwich, Conn.: JAI Press, 1990, 141-201.

Strategy, size, and performance (with Ken G. Smith and Ming-Jer Chen). Organization Studies, 1989, 10(1): 63-81.

A practical approach to conducting and using the training needs assessment (with Craig Eric Schneier and Judy D. Olian). Public Personnel Management, 1988, 17(2): 191-205.

Cognitive ability tests in employment: Ethical perspectives of employers and society (with Judy D. Olian). In W.C. Frederick (Ed.) Research in Corporate Social Performance and Policy, Vol. 9, Greenwich, Conn.: JAI Press, 1987, 185-212.

BOOK CHAPTERS, REPRINTS & ABSTRACTS:

Remuneration: Pay effects at work. 2007. In Boxall, P., Purcell, J. & Wright, P. (Eds.), The Handbook of Human Resource Management, Oxford: Oxford University Press, 344 - 363.

Executive succession: Organizational antecedents of CEO characteristics (with Deepak K. Datta). Strategic Management Journal, 1994, 15, 569-577. Article abstracted in Sessa, V.I. & Campbell, R.J. Selection at the top: An annotated bibliography, Greensboro, NC: Center for Creative Leadership, 1997, p. 14.

Does context affect staffing decisions? The case of general managers (with Judy D. Olian). Personnel Psychology, 1991, 44(2): 263-292. Article abstracted in Sessa, V.I. & Campbell, R.J. Selection at the top: An annotated bibliography, Greensboro, NC: Center for Creative Leadership, 1997, p. 15.

Pay for performance for hourly employees: The Quaker Oats Alternative (with Edward P. Cunningham). *Reprinted in* Continuous Journey, 1992, 1(1): 22-27.

Nursing and Employment Law (with Helen Connors). In P.J. Decker & E.J. Sullivan (Eds.) Nursing administration: A micro/macro approach for effective nurse executives, Norwalk, CT: Appleton & Lange, 1992, 229-255.

Cognitive ability tests in employment: Ethical perspectives of employers and society (with Judy D. Olian). *Reprinted in* W.C. Frederick and L.E. Preston (Eds.) Business Ethics: Research Issues and Empirical Studies, Greenwich, Conn: JAI Press, 1990, 225-252.

MONOGRAPHS

New models of high performance work systems: The business case for strategic HRM, partnership, diversity and equality systems (with P. Flood, W. Liu, C. Armstrong, S. MacCurtain, T. Mkwama & C. O'Regan. National Centre for Partnership Performance and The Equality Authority, Dublin, Ireland, 2008.

Measuring workplace innovation: A review of the high performance literature (with P. Flood & W. Liu). Future Research Series, Number 5, National Centre for Partnership Performance. Forum on the Workplace of the Future, Dublin, Ireland, 2007.

High performance work systems in Ireland – The economic case (with P. Flood, W. Liu & S. MacCurtain). Future Research Series, Number 4, National Centre for Partnership Performance. Forum on the Workplace of the Future, Dublin, Ireland, 2005.

REFEREED CONFERENCE PROCEEDINGS:

Layoffs, Affective Human Capital, and Firm Performance (with P. Li & F. Meschke). Academy of Management Proceedings. 2014, no. 1 (2014): 15663.

Group Incentives and Task Performance: An Information Asymmetries Perspective. Academy of Management Proceedings (with G. Ishqaidief, P. Li and J. Super). 2013, no. 1 (2013): 14727.

Downsizing, collective employee satisfaction, and firm performance: A multi-level examination of boundary conditions (with P. Li & F. Meschke). Proceedings of the Southern Management Association, October, 2015.

Impact of group-level performance incentives and planning goals on group and individual outcomes (with G. Ishqaidief & E. Hollensbe). Proceedings of the Southern Management Association, November, 2011.

HRM Configurations, KSAs, Motivation, and Knowledge Creation: A Multilevel Model (with Zhao, J. & Liao, H.). Best Papers Proceedings of the Academy of Management, Anaheim, CA, August, 2009.

Should high performance work systems include diversity management practices? (with C. Armstrong, P. Flood, W. Liu, S. MacCurtain & T. Mkamwa). Best Papers Proceedings of the Academy of Management, Anaheim, CA, August, 2008.

Pay dispersion and top management team turnover: Additional evidence (with Jake Messersmith & Y. Ji). Best Papers Proceedings of the Academy of Management, Philadelphia, PA, August, 2007.

CEO career specialization: The influence of industry characteristics (with N. Rajagopalan & D. Datta). Best Papers Proceedings of the Academy of Management, Washington, DC, August, 2001.

Group incentives, goal setting and task performance: Some preliminary evidence (with E. Hollensbe). Proceedings of the Southern Management Association, November, 2000.

Industry characteristics, high involvement work practices and firm performance: A conceptual framework (with Deepak K. Datta). Proceedings of the Southern Management Association, October, 1999.

Corporate strategy, executive selection and firm performance (with D. Datta). Proceedings of the Southern Management Association, 1994, 16-18.

Using psychological models to improve worker health and safety: A research framework for Human Resource Management (with Judy D. Olian), Proceedings of the Second International Conference on Personnel and Human Resource Management, Hong Kong, December, 1989, 209-308.

Miles and Snow's typology of strategy, organizational size and organizational performance (with Ken G. Smith and Ming-Jer Chen). Best Papers Proceedings of the Academy of Management, August, 1986, 45-49.

PRESENTATIONS TO ACADEMIC CONFERENCES:

Star Power: The Effects of Hiring Different Types of Stars on Unit-level Performance (with P. Li). Presented to the National Academy of Management Meetings, Atlanta, GA, August, 2017.

Collective Turnover: The Loss of Human Capital and Stars (with P. Li). Presented to the National Academy of Management Meetings, Anaheim, CA, August, 2016.

Downsizing, collective employee satisfaction, and firm performance: A multi-level examination of boundary conditions (with P. Li & F. Meschke). Presented to the Southern Management Association, St. Pete Beach, FL, October, 2015.

Firm performance and survival: The HR Executive effect (with C. Chadwick & X. Xing). Presented to the National Academy of Management Meetings, Vancouver, BC, August, 2015.

Pay level and pay satisfaction: Effects on customers and firms (with P. Li, D. Wan & H. Chuang). Presented to the Society for Industrial and Organizational Psychology, Philadelphia, PA, April, 2015.

The adoption of high involvement work practices: Effects of competitive vs. institutional motivation (with J. Martinez-del-Rio, P. Li & J. Cespedes-Lorente). Presented to the IX International Workshop on Human

Resource Management, Seville, Spain, October, 2014.

Family firms, employee satisfaction and corporate performance (with M. Huang, P. Li & . Presented to the Financial Management Association, Nashville, TN, October, 2014.

Layoffs, affective Human Capital, and firm performance (with P. Li & F. Meschke). Presented to the National Academy of Management Meetings, Philadelphia, PA, August, 2014.

Affective capital and firm performance: Top-down or bottom-up (with P. Li and H. Schloemer). Presented to the Society for Industrial-Organizational Psychology, Honolulu, HI, May, 2014.

Group incentives and task performance: An information asymmetries perspective (with G. Ishqadief, P. Li & J. F. Super). Presented to the National Academy of Management Meetings, Orlando, FL, August, 2013.

The next big questions: Expanding the HR-performance agenda (with Ingrid Fulmer & John Delery, organizers). Professional Development Workshop at the National Academy of Management Meetings, Orlando, FL, August, 2013.

HRM, Knowledge Creation and Innovation. Invited presentation to the Seminar Series on Organizational Innovation, People Management and Sustained Performance, Aston University, October, 2012.

Learning about the future of the HRM-Performance debate by exploring its knowledge domains (Panelists: Delery, J.E., Guest, D.E., Guthrie, J.P., Hesketh, A.J., Huselid, M., Sparrow, P. & Wright, P.). Organizers: Bastistic, S., Kase, R. & Paauwe, J. Showcase Symposium at the National Academy of Management Meetings, Boston, MA, August, 2012.

The relationship between HR functional investments, HRM practices and organizational outcomes (with Subramony, M., J.P., Dooney, J. & Mariotti, A). Presented to the National Academy of Management Meetings, Boston, MA, August, 2012.

Impact of group-level performance incentives and planning goals on group and individual outcomes (with G. Ishqadief & E. Hollensbe). Presented to the Southern Management Meetings, Savannah, GA, November, 2011.

The loyalty effect? Employee downsizing, customer satisfaction and firm performance (with Y.J. Lee & I. Martin-Tapia). Presented to the National Academy of Management Conference, San Antonio, TX, August, 2011.

Big hat, no cattle? High performance work systems and executives' perceptions of HR effectiveness (with P. Flood, W. Liu, S. MacCurtain & C. Armstrong). Presented to the National Academy of Management Conference, Montreal, Quebec, August, 2010.

Partnership climate, high performance work systems and organizational effectiveness (with P. Flood, S. MacCurtain, C. Armstrong & T. Mkamwa). Presented to the National Academy of Management Conference, Montreal, Quebec, August, 2010.

High performance work systems in low wage America (with D. Datta & P. Wadhwa). Presented to the National Academy of Management Conference, Montreal, Quebec, August, 2010.

HRM Configurations, KSAs, Motivation, and Knowledge Creation: A Multilevel Model (with Zhao, J. & Liao, H.). Presented to the National Academy of Management Conference, Chicago, IL, August, 2009.

High performance work systems and employee-level outcomes: A conceptual model (with P. Wadhwa). Presented to the National Academy of Management Conference, Chicago, IL, August, 2009.

HRM Configurations, KSAs, Motivation, and Knowledge Creation: Toward a Multilevel Model (with Zhao, J. & Liao, H.). Presented to the 2nd Annual People and Organizations Conference: Understanding Human Capital as a Valuable and Variable Asset, The Wharton School, University of Pennsylvania, June, 2009.

Getting lean while in the land of plenty: Employee downsizing, firm Performance and corporate reputation (with I. Martin-Tapia, M. Musteen & D. Datta). Paper presented to the National Academy of Management Meetings, Anaheim, CA, August, 2008.

Should high performance work systems include diversity management practices? (with C. Armstrong, P. Flood, W. Liu, S. MacCurtain & T. Mkamwa). Paper presented to the National Academy of Management Meetings, Anaheim, CA, August, 2008.

Being there: The value of firm-specific capital in the executive suite (with J. Messersmith & Y. Ji). Paper presented to the National Academy of Management Meetings, Anaheim, CA, August, 2008.

High Performance Work Systems, Partnership and Performance: Evidence from Ireland (with P. Flood, J. W.Liu, C. O'Regan). Paper presented to the Irish Academy of Management, Belfast, September, 2007.

Does money matter? The influence of compensation level, form and structure on labor productivity (with P. Flood, W. Liu, S. Mac Curtain). Presented to the National Academy of Management Meetings, Philadelphia, PA, August, 2007.

Pay dispersion and top management team turnover: Additional Evidence (with Jake Messersmith & Y. Ji). Presented to the National Academy of Management Meetings, Philadelphia, PA, August, 2007.

Does the Tortoise Beat the Hare? The Impact of Employment Instability on Firm Performance (with Jake Messersmith & Y. Ji). Presented to the National Academy of Management Meetings, Philadelphia, PA, August, 2007.

HRM and organizational performance: A comparison of foreign and locally-owned firms (with P. flood, W. Liu, S. Mac Curtain). Presented to the conference on *HRM and Knowledge-Related Performance*, Copenhagen Business School, September 2006.

Unions and the adoption of high performance work systems: Does employment security play a role? (with V. Liu, P. Flood, S. Mac Curtain). Presented to the National Academy of Management Meetings, Atlanta, GA, 2006.

Employment volatility and firm performance: Evidence from two studies using panel data (with Y. Ji & J. Messersmith). Presented as part of a symposium ("Human resource management and performance: Challenging issues and new directions") to the National Academy of Management Meetings, Atlanta, GA, August, 2006.

High performance work systems in low-wage America: Industry wages, HRM and employee turnover (with D.K. Datta). Presented as part of a symposium ("HR practices and proximal outcomes") to the National Academy of Management Meetings, Atlanta, GA, August, 2006.

High performance work systems, productivity & innovation: A comparison of MNCs and indigenous firms (with P. Flood, W. Liu, S. Mac Curtain). Presented to the Academy of International Business Meetings, Beijing, China, June, 2006.

The influence of firm characteristics, industry environment, firm strategy, and top management hrn philosophy on innovativeness and firm performance (with Selevarjan, T.T., Ramamoorthy, N., Flood, P., MacCurtain, S. & Liu, W.). Presented to the Dutch HRM Network Conference, Enschede, Netherlands, November, 2005.

High performance work systems in Ireland (with W. Liu, P. Flood & S. MacCurtain). Presented to the Irish Academy of Management, Galway, Ireland, September, 2005.

Workforce reductions and firm performance: Do industry conditions moderate the relationship? (with D. Datta & Y. Ji). Presented to the National Academy of Management Meetings, Honolulu, Hawaii, August, 2005.

Utilization and effectiveness of high performance work systems in Ireland: Do Irish and multinational firms differ? (with W. Liu, P. Flood & S. MacCurtain). Presented to the Annual International Workshop on Human Resource Management, Seville, Spain, May, 2005.

HRM and firm performance: Peeling back the onion (with D.K. Datta). Presented to the HR Division of the 2004 Academy of Management Meetings, New Orleans, LA.

HRM and firm productivity: Does industry matter? (with D.K. Datta & P.M. Wright). Presented to the Academy of Management Conference, Seattle, WA, August, 2003.

Group incentives and performance: A study of spontaneous goal setting, goal choice, and goal commitment (with E.C. Hollensbe). Presented to the National Academy of Management Meetings, Denver, CO, August, 2002.

CEO career specialization: The influence of industry characteristics (with N. Rajagopalan & D. Datta). Presented to the National Academy of Management Meetings, Washington, DC, August, 2001.

Are women "better" than men? The implications of personality differences in hiring for expatriate assignment (with C.A. Stevens & R.A. Ash). Presented as part of a symposium, "Female Expatriates: New Insights and Trends" to the 16th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA, April, 2001.

Group incentives, goal setting and task performance: Some preliminary evidence (with E. Hollensbe). Presented to the Southern Management Association Meetings, Orlando, FL, November, 2000.

Differential effects of group pay on intrinsic motivation: An exploratory study of three pay conditions (with E. Hollensbe and R. Ash). Presented to the National Academy of Management Meetings, Toronto, Ontario, August, 2000.

Industry characteristics, high involvement work practices and firm performance: A conceptual framework (with Deepak K. Datta). Presented to the Southern Management Association Meetings, Atlanta, GA, October, 1999.

A goal-setting framework for gainsharing effectiveness (with E. Hollensbe). Presented to the National Academy of Management Meetings, Chicago, IL, August, 1999.

Personality and preferred managerial style: Evidence from the U.S. and New Zealand (with C.D. Stevens, R.A. Ash & C.J. Coate). Presented to the National Academy of Management Meetings, Chicago, IL, August, 1999.

Strategy, human resource management and firm performance: Evidence from the New Zealand 'experiment.' Presented to the Academy of International Business, October, 1998, Vienna, Austria.

Alternative pay practices and employee turnover. Presented to the National Academy of Management Meetings, August, 1998, San Diego, CA.

High involvement work practices, turnover and productivity: Evidence from New Zealand. Presented to the National Academy of Management Meetings, August, 1998, San Diego, CA.

Gender and personality differences: Implications for selection outcomes (with R.A. Ash, C. Stevens and C.J. Coate). Presented as part of a symposium, "Personality tests in personnel selection: The use of gender-based norms" to the 13th Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX, April, 1998.

Career management strategies: The role of personality (with C.J. Coate and C. Schwoerer). Presented to the Western Academy of Management Meetings, Portland, Oregon, March, 1998.

Gender and personality: An empirical study within the accounting profession (with C.J. Coate). Presented to the 1997 American Accounting Association Annual Meeting.

Context and executive selection: The influence of industry (with D. Datta & N. Rajagopalan). Presented to the National Academy of Management Meetings, Cincinnati, OH, August, 1996.

A personality profile of the accounting profession with age and gender considerations (with C.J. Coate). Presented to the Mid-West Regional Meetings of the American Accounting Association, Kansas City, MO, April, 1996.

The headhunter in context: Organizational characteristics and the use of executive search firms. Presented to the National Academy of Management Meetings, Vancouver, BC, August, 1995.

A note on interpreting interactions in ANOVA (with V. Bendapudi & R. Ash). Presented to the National Academy of Management Meetings, Vancouver, BC, August, 1995.

Corporate strategy, executive selection and firm performance (with D. Datta). Presented to the Southern Management Association, New Orleans, LA, November, 1994.

Variations in CEO profiles: Antecedents and consequences across industry structures (with D. Datta and N. Rajagopalan). Presented at the 13th Annual International Conference of the Strategic Management Society, Chicago, IL, September, 1993.

Executive succession: Organizational antecedents of CEO characteristics (with D. Datta). Presented at the National Academy of Management Meetings, Atlanta, GA, August, 1993.

The influence of individual differences on managers' perceptions of training utility: Understanding the antecedents of self-assessed training needs (with Catherine E. Schwoerer). Presented at the National Academy of Management Meetings, Las Vegas, NV, August, 1992.

Executive selection decisions: Contextual determinants of CEO characteristics (with Deepak K. Datta). Presented at the National Academy of Management Meetings, Las Vegas, NV, August, 1992.

Organizational tenure in top management selection: A study of CEO selection decisions in Business Week 1000 firms (with Deepak K. Datta). Presented at the National Academy of Management Meetings, Las Vegas, NV, August, 1992.

Linking pay with organizational performance: An alternative compensation plan to facilitate employee involvement (with Edward P. Cunningham). Presented at the Association for Quality and Productivity's 3rd Annual Symposium on Work Redesign, Jacksonville, FL, January, 1992.

The influence of HRM interventions on psychosocial constructs and worker safety and health. Presented as part of a symposium (Health and Safety in the Workplace: A Research Agenda) at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Miami, FL, April, 1990.

Using psychological models to improve worker health and safety: A research framework for human resource management (with Judy D. Olian). Presented at the Conference on International Personnel and Human Resource Management, Hong Kong, December, 1989.

A theoretical and empirical examination of the impact of context on staffing decisions (with Judy D. Olian). Presented at the National Academy of Management Meetings, Washington, D.C., August, 1989.

Physiological testing for employment: A survey of the Fortune 1000 (with Judy D. Olian). Presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Boston MA, April, 1989.

Variation in inter- and intra-organizational staffing practices: Theoretical framework and research needs (with Anil K. Gupta and Judy D. Olian). Presented at the National Academy of Management Meetings, Anaheim, CA, August, 1988.

The impact of the environment on personnel policies: Management characteristics in the U.S. railroad industry (with Curt M. Grimm and Ken G. Smith). Presented at the National Academy of Management Meetings, New Orleans, LA., August, 1987.

Miles and Snow's typology of strategy, organizational size and organizational performance (with Ken G. Smith and Ming-Jer Chen). Presented at the National Academy of Management Meetings, August, 1986, Chicago, IL.

Corporate and social consequences of employment tests for ability (with Judy D. Olian). Presented at the National Academy of Management Meetings, San Diego, CA., August, 1985.

MANUSCRIPTS UNDER REVIEW & RESEARCH IN PROGRESS:

Layoffs, collective employee satisfaction, and firm performance: A multi-level, emergence perspective. Under preparation for journal submission.

The loyalty effect? Employee downsizing, customer satisfaction and firm performance (with Y.J. Lee & I. Martin-Tapia). Under preparation for journal submission.

Affective capital and firm performance: Top-down or bottom-up? (with P. Li & H. Schloemer). Under preparation for journal submission.

TEACHING:

Doctoral:

· Chaired/Co-Chaired six doctoral dissertation committees; Served on twenty doctoral dissertation committees.

Courses:

- Strategic Human Resource Management
- Seminar in Management Research Issues
- Independent study courses in specialized HR topics

Masters:

Courses:

- Human Resource Management
- International Human Resource Management
- Compensation Management and Theory: Foundations
- Compensation Management and Theory: Alternatives
- Employee Staffing, Training & Development

Undergraduate:

Courses:

- Human Resource Management
- International Human Resource Management
- Performance and Compensation Management
- Behavioural Research Methods
- Advanced Topics in Personnel Management (University of Maryland)
- Strategic Management (University of Maryland)
- Organizational Behavior (University of Maryland)

Executive Education:

Courses:

- Both open-enrollment and company-specific courses; Typical focus: "HRM, Competitive Advantage and Firm Performance"

HONORS AND AWARDS:

- Received *Icon of Education* award from Ingram's Magazine, February, 2016
- Received *Outstanding Mentor Award*, from the Association of Business Doctoral Students, 2013
- Gordon Fitch Award for Distinguished Service, 2010

- Guy O. and Rosa Lee Mabry Research Fellow Award, 2008 (best published paper, School of Business)
- Received the *Outstanding Mentor Award*, from the Association of Business Doctoral Students, 2008
- "Top Five" of KU School of Business Faculty for Henry A. Bubb Award for Outstanding Teaching, 2006-07.
- Named *William and Judy Docking Professor of Business*, 2005.
- Guy O. and Rosa Lee Mabry Research Fellow Award, 2005 (best published paper, School of Business)
- Received the *Outstanding Mentor Award*, from the Association of Business Doctoral Students, 2005
- "Top Five" of KU School of Business Faculty for Henry A. Bubb Award for Outstanding Teaching, 2003-04.
- *Redwood Faculty Fellow*, 2003-2004.
- Selected for inclusion in *Who's Who in Business Higher Education*, 2003.
- Received the *Outstanding Mentor Award*, from the Association of Business Doctoral Students, 2001
- Named *Charles W. Oswald Faculty Fellow*, 2000; 2001; 2002; 2003; 2004.
- Guy O. and Rosa Lee Mabry Research Fellow Award, 2000 (best published paper, junior faculty level)
- University of Kansas, Center for Teaching Excellence "Outstanding Teacher Award", 1999-2000
- Named *E. Dean Werries Research Fellow*, 1997-98.
- *School of Business Research Excellence Award*, 1997
- "Top Ten" of School of Business, University of Kansas Faculty for Henry A. Bubb Award for Outstanding Teaching, 1995-96.
- *School of Business Research Excellence Award*, 1996
- Named *Board of Advisors Research Fellow*, 1994-96
- Junior Faculty Consortium Invitee, Academy of Management, 1989
- "Top Ten" of KU School of Business Faculty for Henry A. Bubb Award for Outstanding Teaching, 1993-94
- "Top Ten" of KU School of Business Faculty for Henry A. Bubb Award for Outstanding Teaching, 1988-89
- Recipient of the Frank T. Paine Academic Achievement Award for scholarly performance in the University of Maryland's College of Business and Management Doctoral Program, 1988
- Doctoral Consortium Invitee, Academy of Management, 1987

GRANTS

- National Centre for Partnership Performance & The Equality Authority, Dublin, Ireland; *High Performance Work Systems and Diversity Management: Impact on Innovation and the Bottom Line* June, 2006.
- National Centre for Partnership Performance, Dublin, Ireland; *High Performance Work Systems in Ireland: Are They Effective?* April, 2004.
- University of Kansas General Research Fund Award, 2004
- University of Kansas General Research Fund Award, 2003
- University of Kansas General Research Fund Award, 2002
- University of Kansas General Research Fund Award, 2001
- Society for Human Resource Management (SHRM Foundation); *Human Resource Management and the Bottom Line: Does Industry Matter?* July, 2000.
- American Compensation Association; *Group Incentives, Goal Setting and Performance*, April, 2000.
- University of Kansas General Research Fund Award, 2000
- University of Kansas General Research Fund Award, 1999
- University of Kansas General Research Fund Award, 1998
- University of Kansas General Research Fund Award, 1997
- University of Kansas General Research Fund Award, 1996

- University of Kansas General Research Fund Award, 1995
- University of Kansas General Research Fund Award, 1994
- Human Resource Planning Society; *Determinants and Consequences of CEO Selection Decisions*, 1993
- University of Kansas General Research Fund Award, 1993
- University of Kansas, School of Business Summer Research Award, 1992
- University of Kansas General Research Fund Award, 1992
- University of Kansas New Faculty Award, 1988

SERVICE:

Professional

- Member, *HR Division Scholarly Achievement Award Committee*, 2016.
- Guest Editor (with Peter Boxall & Jaap Pauwe) of a Special Issue on “Understanding mediating variables and their outcomes in HRM” in *Human Resource Management Journal*, forthcoming.
- Member, *HR Division Best Convention Paper Award Committee*, National Academy of Management 2015.
- Member, *HR Division Scholarly Achievement Award Committee*, 2015.
- Session Chair, External and Internal Influences on Strategic-level HR Decisions, National Academy of Management Conference, Vancouver, BC, 2015.
- Member, Executive Committee, HR Division of the Academy of Management, 2011–2014.
- Organizer (with B. Bell, C. Boon & M. Roehling), HR Division Doctoral Consortium, National Academy of Management Meetings, Boston, MA, August, 2012
- Session Chair, HRM systems and organizational performance, National Academy of Management Conference, Boston, MA, August, 2012
- AoM Human Resource Division Executive Committee, 2011-
- Facilitator, HR’s role in organizational and institutional processes, Academy of Management Conference, San Antonio, TX, August, 2011
- Member, International Advisory Board, *Journal of Organizational Effectiveness: People and Performance*, 2013 -
- Member, Editorial Board, *Oxford Research Reviews: Business and Management*, 2013 -
- Member, Editorial Board, *Journal of International Business Studies*, 2012 - 2014
- Member, Editorial Board, *Academy of Management Journal*, 2010-2013.
- Member, Editorial Board for *Human Resource Management* 2000-2002; 2009-
- Discussant, “Exploring the link between HR systems and outcomes”, Academy of Management Conference, Chicago, IL, August, 2009.
- Member, International Editorial Board, *Irish Journal of Management*, 2008-
- Member, Editorial Board, *Human Resource Management Journal (U.K)*, 2009-
- Chair, *All Academy Symposia*, Academy of Management, 2005 Meetings
- Chair, *Scholarly Achievement Committee*, Academy of Management Human Resource Division, 2004
- Chair, *Scholarly Achievement Committee*, Academy of Management Human Resource Division, 2003
- Associate Editor, *Human Resource Management*, 2002-2009
- Track Chair, HR/OD/Careers, 1999 Midwest Academy of Management Meetings.
- Member, Editorial Board for *Academy of Management Review* (1997-1999)
- ad hoc reviewer for *British Journal of Industrial Relations*
- ad hoc reviewer for *Academy of Management Journal*
- ad hoc reviewer for *Human Relations*
- ad hoc reviewer for *Industrial Relations Journal*
- ad hoc reviewer for *Industrial and Labor Relations Review*

- ad hoc reviewer for *Human Resource Management Journal*
- ad hoc reviewer for *Organization Science*
- ad hoc reviewer for *International Journal of Manpower Planning*
- ad hoc reviewer for *Journal of Organizational Behavior*
- ad hoc reviewer for *Journal of Management Studies*
- ad hoc reviewer for *Personnel Psychology*
- ad hoc reviewer for *Journal of Management*
- ad hoc reviewer for *British Journal of Psychology*
- ad hoc reviewer for *Managerial and Decision Economics*
- reviewer for Human Resource Division of the National Academy of Management Meetings, 1990-2007
- member of 1997 Academy of Management Human Resource Division's Best Paper Award Committee
- member of 1993 Academy of Management Human Resource Division's Scholarly Achievement Award Committee
- External reviewer for promotion & tenure decisions for multiple universities
- Judge for the 2000 Human Resource Management Association=s Paragon Award for Best HR Practices in Kansas City.
- Judge for the 1999 Human Resource Management Association=s Paragon Award for Best HR Practices in Kansas City.
- Judge for the 1997 Human Resource Management Association=s Paragon Award for Best HR Practices in Kansas City.

University

- Doctoral Education Work Group, 2011-2012
- Co-Chair, School of Business Dean Search Committee, 2010-2011
- School of Business Dean Review Committee, 2010
- School of Business Dean Review Committee, 2005
- Mentor, University Scholars Program 2002-2003
- Self Graduate Fellowship Selection Committee, 2002-2003
- Faculty Compensation Committee, 2001-2002
- International Recruiting Advisory Committee, 1999-2001
- International Research and Travel Award Committee, 1999-2001
- Minority Fellowship Committee, Spring 1994
- Minority Fellowship Committee, Spring 1993

Department/School

- Co-Chair, Building Steering Committee, 2012-
- Promotion and Tenure Committee, School of Business, 2013-
- Faculty Advisory Committee, 2011-
- MBA Team, 2011-
- Co-Chair, School of Business United Way Campaign, 2012
- Co-Chair, Search Committee for International Business faculty position, 2011
- Search Committee for International Business faculty position, 2010 - 2011
- Chair, Search Committee for Strategic/Human Resource Management faculty position, 2009-2010
- Promotion and Tenure Committee, School of Business, 2009-2011
- Research and Development Committee, School of Business, 2008-
- Faculty Committee, Institute of International Business, School of Business, 2006-2008

- Faculty Advisory Committee, School of Business, 2006-2008
- Promotion and Tenure Committee, School of Business, 2004-2006
- Search Committee for Human Resource Management/OB faculty position (two positions), 2004-2005
- Search Committee for Strategic Management faculty position (two positions), 2004-2005
- Search Committee for Koch Professor in Entrepreneurship faculty position, 2002-2003
- Search Committee for International Business faculty position, 2002-2003
- MBA HR Concentration Advisor, 2002-2005
- Executive Committee (Chair), 2001-02
- Chair, School of Business International Committee, 2000-01
- Executive Committee, School of Business, 2000-01
- Internship Committee, School of Business, 2000-01
- Research Sub-Committee, 1999-2000
- Chair, School of Business Plan for Excellence Sub-committee on Career Services
- Promotion and Tenure Committee, School of Business, 1997-99
- Mentor in the Pre-Business Scholars Program, Fall, 1998-present.
- Ph.D. Student Recruiting Sub-Committee, 1997
- Founder and Faculty Advisor, Society of Human Resource Management of KU, 1994-present
- Business-Engineering Placement Task Force, 1996
- Faculty Mentor, MBA Student Team, 1995-96
- Information and Computer Resources Committee, 1996-97
- Undergraduate Team, 1990-2000
- Ward Ad Hoc Committee, 1990-1993
- Reviewer, Ph.D. Summer Research Fund Competition, 1994, 1995, 2001

PROFESSIONAL AFFILIATIONS:

Academy of Management

- Human Resource Management Division
- Organizational Behavior