

V I T A
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Education

Ph.D. Business Administration, University of Illinois at Urbana-Champaign, 1982.
Major Field: Human Resources Management and Organizational Behavior
Minor Field: Quantitative Methods

M.S. Psychology, Illinois State University, 1976.
Major Field: Industrial/Organizational Psychology
Minor Field: Quantitative Methods

B.S. Psychology, Illinois State University, 1973.

Employment History

May, 2001 – present Research Affiliate, Claude Pepper Institute on Aging and Public Policy, Florida State University.

August, 2000 – present Francis Eppes Professor of Management, College of Business, Florida State University.

August, 2000 – present Granted Courtesy Appointment in the Department of Psychology, Florida State University as Professor of Psychology.

July, 1999 – May, 2000 Robert M. Hearin Chair of Business Administration, Professor of Management, and Acting Associate Dean for Research and Faculty, School of Business Administration, University of Mississippi.

April, 1993 – August, 1999 Granted Courtesy Appointment in the Department of Psychology, University of Illinois at Urbana-Champaign, as Professor of Psychology.

January, 1992 – August, 1996	Director, Center for Human Resource Management, University of Illinois.
August, 1989 – August, 1999	Granted Courtesy Appointment in the Department of Business Administration, University of Illinois at Urbana-Champaign as Professor of Business Administration.
August, 1989 – August, 1999	Professor of Labor and Industrial Relations, University of Illinois at Urbana-Champaign.
July, 1988 – August, 1989	Granted Courtesy Appointment in the Department of Psychology, Texas A&M University as Associate Professor of Psychology.
March, 1986 – August, 1989	Associate Professor of Management, College of Business Administration, Texas A&M University.
June, 1982 – March 1986	Assistant Professor of Management, College of Business Administration, Texas A&M University.
August, 1981 – May, 1982	Visiting Assistant Professor of Quantitative Methods, College of Business, Illinois State University.
August, 1978 – May, 1982	Graduate Teaching Associate, Department of Business Administration, University of Illinois at Urbana-Champaign.
August, 1976 – August, 1978	Associate Director, Organizational Research Division, Institute for Personality and Ability Testing, Inc., Champaign, Illinois.
June, 1976 – August, 1976	Vocational Evaluator, Association for Individual Development, Geneva, Illinois.

Awards and Honors

Recipient of the Thomas A. Mahoney Mentoring Award, Human Resources Division, Academy of Management, 2010.

Recipient of the Graduate Faculty Mentor Award, Florida State University, 2006.

Inducted into the College of Arts and Sciences Hall of Fame, Illinois State University, Normal, Illinois, 2005.

Recipient of the Alumnus of the Year Award, Department of Psychology, Illinois State University, Normal, Illinois, 2001.

Recipient of the Herbert G. Heneman Jr. Award for Career Achievement, Human Resource Division, Academy of Management, 2001.

Certificate of Recognition Finalist for the Graduate College Award for Outstanding Mentoring of Graduate Students, University of Illinois at Urbana-Champaign, 1997.

Named to the *Incomplete List of Teachers Ranked as Excellent by Their Students*, Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign, 1995, 1997.

Distinguished Visiting Professor, Vienna University of Economics and Business Administration, Vienna, Austria, May-June, 1994.

Recipient of the Alumni Achievement Award, Illinois State University, Normal, Illinois, 1994.

Recipient of Arnold O. Beckman Research Award, Research Board, University of Illinois at Urbana-Champaign, 1993.

Selected as University Scholar, University of Illinois at Urbana-Champaign, 1992. Received the further distinction of being named the Caterpillar Foundation University Scholar.

Elected Fellow of the American Psychological Association and the Society for Industrial and Organizational Psychology, 1991.

Elected Fellow of the American Psychological Society, 1990.

Recipient of the College of Business Administration Distinguished Research Award, Texas A&M University, 1986-1987.

Selected as the GTE Emerging Scholar by GTE Corporation and Notre Dame University, 1986.

Recipient of College of Business Administration Faculty Fellowship, Texas A&M University, 1984, 1987.

Named to the *Incomplete List of Teachers Ranked as Excellent by Their Students*, Department of Business Administration, University of Illinois at Urbana-Champaign, 1980, 1981, 1982.

Illinois State Regents Scholar, 1975-1976.

RESEARCH

Journal Publications

2011 and In Press

Blickle, G., Ferris, G.R., Munyon, T.P., Momm, T., Zettler, I., Schneider, P.B., & Buckley, M.R. (in press). A multi-source, multi-study investigation of job performance prediction by political skill. *Applied Psychology: An International Review*.

Blickle, G., Frohlich, J., Ehlert, S., Pirner, K., Dietl, E., Hanes, T.J., & Ferris, G.R. (2011). Socioanalytic theory and work behavior: Roles of work values and political skill in job performance and promotability assessment. *Journal of Vocational Behavior*, 78, 136-148.

Blickle, G., Kramer, J., Schneider, P.B., Meurs, J.A., Ferris, G.R., Mierke, J., Witzki, A., & Momm, T. (2011). Role of political skill in job performance prediction beyond general mental ability and personality in cross-sectional and predictive studies. *Journal of Applied Social Psychology*, 41, 488-514.

Blickle, G., Schneider, P.B., Liu, Y., & Ferris, G.R. (in press). A predictive investigation of reputation as mediator of the political skill - career success relationships. *Journal of Applied Social Psychology*.

- Ferris, G.R. (forthcoming). Theory in the organizational sciences: How will we know it when we see it? *Organizational Psychology Review*.
- Jawahar, I.M., & Ferris, G.R. (in press). A longitudinal investigation of task and contextual performance influences on promotability judgments. *Human Performance*.
- Kapoutsis, I., Papalexandris, A., Nikolopoulos, A., Hochwarter, W.A., & Ferris, G.R. (2011). Politics perceptions as moderator of the political skill – job performance relationship: A two-study, cross-national, constructive replication. *Journal of Vocational Behavior*, 78, 123-135.
- Magnusen, M., Mondello, M., Kim, Y.K., & Ferris, G.R. (in press). Roles of recruiter political skill, influence strategy, and organization reputation on recruitment effectiveness in sports. *Thunderbird International Business Review*.
- Martinez, A.D., Ferris, G.R., Segrest, S.L., & Buckley, M.R. (in press). A maladjustment and power conceptualization of diversity in organizations: Implications for cultural stigmatization and expatriate effectiveness. *International Journal of Human Resources Development and Management*.
- Martinez, A.D., Fiorito, J., & Ferris, G.R. (2011). Solidarity revisited: Group-level effects on individual-level union voting. *Journal of Labor Research*, 32(1), 61-74.
- Meurs, J.A., Perrewé, P.L., & Ferris, G.R. (in press). Political skill as moderator of the trait sincerity – task performance relationship: A socioanalytic, narrow trait perspective. *Human Performance*.
- Munyon, T.P., Perryman, A.A., Morgante, J.P., & Ferris, G.R. (2011). Firm relationships: The dynamics of effective organization alliances. *Organizational Dynamics*, 40.
- Munyon, T.P., Summers, J.K., & Ferris, G.R. (in press). Team staffing modes in organizations: Strategic considerations in individual and cluster hiring approaches. *Human Resource Management Review*.
- Sikora, D., & Ferris, G.R. (in press). Critical factors in human resources practice implementation: Implications of cross-cultural contextual issues. *International Journal of Human Resources Development and Management*.
- Sikora, D., & Ferris, G.R. (forthcoming). Strategic human resources practice implementation: The critical role of line management. *Human Resource Management Review*.
- Summers, J.K., Humphrey, S.E., & Ferris, G.R. (in press). Team member change and flux in coordination and performance: Effects of strategic core roles, controllability, and cognitive ability. *Academy of Management Journal*.
- Zellars, K.L., Hochwarter, W.A., Lanivich, S.E., Perrewé, P.L., & Ferris, G.R. (2011). Accountability for others, perceived resources, and well being: Convergent restricted nonlinear results in two samples. *Journal of Occupational and Organizational Psychology*, 84(1), 95-115.
- Zinko, R., Ferris, G.R., Humphrey, S.E., Meyer, C.J., & Aime, F. (in press). Personal reputation in organizations: Two-study constructive replication and extension of antecedents and consequences. *Journal of Occupational and Organizational Psychology*.

- Blickle, G., Wendel, S., & Ferris, G.R. (2010). Political skill as moderator of personality – job performance relationships in socioanalytic theory: Test of the getting ahead motive in automobile sales. *Journal of Vocational Behavior*, *76*, 326-335.
- Hall, A.T., & Ferris, G.R. (2010). Accountability and extra-role behavior in organizations. *Employee Responsibilities and Rights Journal*, *22*, 22-34.
- Hochwarter, W.A., Ferris, G.R., Laird, M.D., Treadway, D.C., & Gallagher, V.C. (2010). Non-linear politics perceptions – work outcomes relationships: A three-study, five-sample investigation. *Journal of Management*, *36*, 740-763.
- Hochwarter, W.A., Summers, J.K., Thompson, K.W., Perrewé, P.L., & Ferris, G.R. (2010). Strain reactions to perceived entitlement behavior by others as a contextual stressor: Moderating role of political skill in three samples. *Journal of Occupational Health Psychology*, *15*(4), 388-398.
- Lanivich, S.E., Brees, J.R., Hochwarter, W.A., & Ferris, G.R. (2010). P-E fit as moderator of the accountability - employee reactions relationships: Convergent results across two samples. *Journal of Vocational Behavior*, *77*, 425-436.
- Munyon, T.P., Hochwarter, W.A., Perrewé, P.L., & Ferris, G.R. (2010). Optimism and the nonlinear citizenship behavior – job satisfaction relationship in three studies. *Journal of Management*, *36*, 1505-1528.
- Munyon, T.P., Summers, J.K., Buckley, M.R., Ranft, A.L., & Ferris, G.R. (2010). Executive work design: New perspectives and future directions. *Journal of Organizational Behavior*, *31*, 432-447.
- Perryman, A.A., Butler, F.C., Martin, J.A., & Ferris, G.R. (2010). When the CEO is ill: Keeping quiet or going public? *Business Horizons*, *53*, 21-29.
- Summers, J.K., Munyon, T.P., Perryman, A.A., & Ferris, G.R. (2010). Dysfunctional executive behavior: What can organizations do? *Business Horizons*, *53*, 581-590.

2009

- Blickle, G., Kramer, J., Zettler, I., Momm, T., Summers, J.K., Munyon, T.P., & Ferris, G.R. (2009). Job demands as a moderator of the political skill – job performance relationship. *Career Development International*, *14*, 333-350.
- Blickle, G., Momm, T.S., Kramer, J., Mierke, J., Liu, Y., & Ferris, G.R. (2009). Construct and criterion-related validation of a measure of emotional reasoning skills: A two-study investigation. *International Journal of Selection and Assessment*, *17*, 101-118.
- Breaux, D.M., Munyon, T.P., & Hochwarter, W.A., & Ferris, G.R. (2009). Politics as a moderator of the accountability - job satisfaction relationship: Evidence across three studies. *Journal of Management*, *35*, 307-326.
- Brouer, R.L., Duke, A., Treadway, D.C., & Ferris, G.R. (2009). Moderating effect of political skill on the demographic dissimilarity - leader-member exchange quality relationship. *The Leadership Quarterly*, *20*, 61-69.
- Ferris, G.R., Liden, R.C., Munyon, T.P., Summers, J.K., Basik, K., & Buckley, M.R. (2009). Relationships at work: Toward a multidimensional conceptualization of dyadic work relationships. *Journal of Management*, *35*, 1379-1403.

- Ferris, G.R., Rogers, L.M., Blass, F.R., & Hochwarter, W.A. (2009). The interaction of job-limiting pain and political skill on job satisfaction and organizational citizenship behavior. *Journal of Managerial Psychology*, *24*, 584-608.
- Hall, A.T., Zinko, R., Perryman, A.A., & Ferris, G.R. (2009). Organizational citizenship behavior and reputation: Mediators in the relationships between accountability and job performance and satisfaction. *Journal of Leadership & Organizational Studies*, *15*, 381-392.
- Hochwarter, W.A., Rogers, L.M., Summers, J.K., Meurs, J.A., Perrewé, P.L., & Ferris, G.R. (2009). Personal control antidotes to the strain consequences of generational conflict as a stressor: A two-study constructive replication and extension. *Career Development International*, *14*, 465-486.
- Laird, M.D., Perryman, A.A., Hochwarter, W.A., Ferris, G.R., & Zinko, R. (2009). The moderating effects of personal reputation on accountability – strain relationships. *Journal of Occupational Health Psychology*, *14*, 70-83.
- Prati, L.M., Liu, Y., Perrewé, P.L., & Ferris, G.R. (2009). Emotional intelligence as moderator of the surface acting – strain relationship. *Journal of Leadership & Organizational Studies*, *15*, 368-380.
- Treadway, D.C., Adams, G.L., Ranft, A.L., & Ferris, G.R. (2009). A meso-level conceptualization of CEO celebrity effectiveness. *The Leadership Quarterly*, *20*, 554-570.
- Van Iddekinge, C.H., Ferris, G.R., & Hefner, T.S. (2009). Test of a multi-stage model of distal and proximal predictors of leader performance. *Personnel Psychology*, *62*, 461-493.
- Van Iddekinge, C.H., Ferris, G.R., Perrewé, P.L., Perryman, A.A., Blass, F.R., & Heetderks, T.D. (2009). Effects of selection and training on unit-level performance over time: A latent growth modeling approach. *Journal of Applied Psychology*, *94*, 829-843.

2008

- Blickle, G. & Ferris, G.R. (2008) Antecedents and consequences of political skill: A longitudinal investigation over two years with newly hired employees. *International Journal of Psychology*, *3*, 218.
- Blickle, G., Meurs, J.A., Schneider, P.B., Kramer, J., Zettler, I., Maschler, J., Noethen, D., & Ferris, G.R. (2008). Personality, political skill, and job performance. *Journal of Vocational Behavior*, *72*, 377-387.
- Blickle, G., Schneider, P.B., Perrewé, P.L., Blass, F.R., & Ferris, G.R. (2008). The roles of self-disclosure, modesty, and self-monitoring in the mentoring relationship: A longitudinal multi-source investigation. *Career Development International*, *13*, 224-240.
- Ferris, G.R., Blickle, G., Schneider, P.B., Kramer, J., Zettler, I., Solga, J., Noethen, D., & Meurs, J.A. (2008). Political skill construct and criterion-related validation: A two-study investigation. *Journal of Managerial Psychology*, *23*, 744-771.
- Ferris, G.R., Ketchen, D.J., & Buckley, M.R. (2008). Making a life in the organizational sciences: No one ever said it was going to be easy. *Journal of Organizational Behavior*, *29*, 741-753.

- Ferris, G.R., Munyon, T.P., Basik, K., & Buckley, M.R. (2008). The performance evaluation context: Social, emotional, cognitive, political, and relationship components. *Human Resource Management Review*, *18*, 146-163.
- Jawahar, I.M., Meurs, J.A., Ferris, G.R., & Hochwarter, W.A. (2008). Self-efficacy and political skill as comparative predictors of task and contextual performance: A two-study constructive replication. *Human Performance*, *21*, 138-157.
- Liu, Y., Prati, L.M., Perrewé, P.L., & Ferris, G.R. (2008). The relationship between emotional resources and emotional labor: An exploratory study. *Journal of Applied Social Psychology*, *38*, 2410-2439.
- Martinez, A.D., Laird, M.D., Martin, J.A., & Ferris, G.R. (2008). Job title inflation. *Human Resource Management Review*, *18*, 19-27.
- Zellars, K.L., Perrewé, P.L., Rossi, A.M., Tepper, B.J., & Ferris, G.R. (2008). Moderating effects of political skill, perceived control, and self-efficacy on the relationship between negative affectivity and physiological strain. *Journal of Organizational Behavior*, *29*, 549-571.
- 2007**
- Blass, F.R., & Ferris, G.R. (2007). Leader reputation: The roles of mentoring, political skill, contextual learning, and adaptation. *Human Resource Management*, *46*, 5-19.
- Blass, F.R., Brouer, R.L., Perrewé, P.L., & Ferris, G.R. (2007). Politics understanding and networking ability as a function of mentoring: The role of gender and race. *Journal of Leadership & Organizational Studies*, *14*, 93-105.
- Brandes, P., Castro, S.L., James, M.S.L., Martinez, A.D., Matherly, T.A., Ferris, G.R., & Hochwarter, W.A. (2007). The interactive effects of job insecurity and organizational cynicism on work effort following a layoff. *Journal of Leadership & Organizational Studies*, *14*, 233-247.
- Ferris, G.R., Perrewé, P.L., Ranft, A.L., Zinko, R., Stoner, J.S., Brouer, R.L., & Laird, M.D. (2007). Human resources reputation and effectiveness. *Human Resource Management Review*, *17*, 117-130.
- Ferris, G.R., Treadway, D.C., Perrewé, P.L., Brouer, R.L., Douglas, C., & Lux, S. (2007). Political skill in organizations. *Journal of Management*, *33*, 290-320.
- Ferris, G.R., Zinko, R., Brouer, R.L., Buckley, M.R., & Harvey, M.G. (2007). Strategic bullying as a supplementary, balanced perspective on destructive leadership. *The Leadership Quarterly*, *18*, 195-206.
- Hall, A.T., Bowen, M.G., Ferris, G.R., Royle, M.T., & Fitzgibbons, D.E. (2007). The accountability lens: A new way to view management issues. *Business Horizons*, *50*, 405-413.
- Harvey, M.G., Buckley, M.R., Heames, J.T., Zinko, R., Brouer, R.L., & Ferris, G.R. (2007). A bully as an archetypal destructive leader. *Journal of Leadership & Organizational Studies*, *14*, 117-129.
- Hochwarter, W.A., Ferris, G.R., Gavin, M.B., Perrewé, P.L., Hall, A.T., & Frink, D.D. (2007). Political skill as neutralizer of felt accountability – job tension effects on job performance ratings: A longitudinal investigation. *Organizational Behavior and Human Decision Processes*, *102*, 226-239.

- Hochwarter, W.A., Ferris, G.R., Zinko, R., Arnell, B., & James, M. (2007). Reputation as a moderator of political behavior – work outcomes relationships: A two-study investigation with convergent results. *Journal of Applied Psychology, 92*, 567-576.
- Kolodinsky, R.W., Treadway, D.C., & Ferris, G.R. (2007). Political skill and influence effectiveness: Testing portions of the expanded Ferris and Judge (1991) model. *Human Relations, 60*, 1747-1777.
- Liu, Y., Ferris, G.R., Zinko, R., Perrewé, P.L., Weitz, B., & Xu, J. (2007). Dispositional antecedents and outcomes of political skill in organizations: A four-study investigation with convergence. *Journal of Vocational Behavior, 71*, 146-165.
- Ranft, A.L., Ferris, G.R., & Perryman, A.A. (2007). Dealing with celebrity and accountability in the top job. *Human Resource Management, 46*, 671-682.
- Treadway, D.C., Ferris, G.R., Duke, A.B., Adams, G., & Thatcher, J.B. (2007). The moderating role of subordinate political skill on supervisors' impressions of subordinate ingratiation and ratings of interpersonal facilitation. *Journal of Applied Psychology, 92*, 848-855.

2006

- Ferris, G.R., Perrewé, P.L., & Davidson, S.L. (2006). Social and political skill: Serve with sincerity and authenticity. *Personal Excellence, (February)*, 13.
- Hall, A.T., Royle, M.T., Brymer, R.A., Perrewé, P.L., Ferris, G.R., & Hochwarter, W.A. (2006). Relationship between felt accountability as a stressor and strain reactions: The neutralizing role of autonomy across two studies. *Journal of Occupational Health Psychology, 11*, 87-99.
- Hochwarter, W.A., Witt, L.A., Treadway, D.C., & Ferris, G.R. (2006). The interaction of social skill and organizational support on job performance. *Journal of Applied Psychology, 91*, 482-489.
- Ranft, A.L., Zinko, R., Ferris, G.R., & Buckley, M.R. (2006). Marketing the image of management: The costs and benefits of CEO reputation. *Organizational Dynamics, 35*, 279-290.
- Segrest Purkiss, S.L., Perrewé, P.L., Gillespie, T.L., Mayes, B.T., & Ferris, G.R. (2006). Implicit sources of bias in employment interview judgments and decisions. *Organizational Behavior and Human Decision Processes, 101*, 152-167.
- Semadar, A., Robins, G., & Ferris, G.R. (2006). Comparing the effects of multiple social effectiveness constructs on managerial performance. *Journal of Organizational Behavior, 27*, 443-461.

2005

- Ferris, G.R., Treadway, D.C., Kolodinsky, R.W., Hochwarter, W.A., Kacmar, C.J., Douglas, C., & Frink, D.D. (2005). Development and validation of the political skill inventory. *Journal of Management, 31*, 126-152.

- Hochwarter, W.A., Perrewé, P.L., Hall, A.T., & Ferris, G.R. (2005). Negative affectivity as a moderator of the form and magnitude of the relationship between felt accountability and job tension. *Journal of Organizational Behavior*, *26*, 517-534.
- Perrewé, P.L., Zellars, K.L., Rossi, A.M., Ferris, G.R., Kacmar, C.J., Liu, Y., Zinko, R., & Hochwarter, W.A. (2005). Political skill: An antidote in the role overload – strain relationship. *Journal of Occupational Health Psychology*, *10*, 239-250.
- Royle, M.T., Hall, A.T., Hochwarter, W.A., Perrewé, P.L., & Ferris, G.R. (2005). The interactive effects of accountability and job self-efficacy on organizational citizenship behavior and political behavior. *Organizational Analysis*, *13*, 53-72.
- Treadway, D.C., Ferris, G.R., Hochwarter, W.A., Perrewé, P.L., Witt, L.A., & Goodman, J.M. (2005). The role of age in the perceptions of politics – job performance relationship: A three-study constructive replication. *Journal of Applied Psychology*, *90*, 872-881.
- Treadway, D.C., Hochwarter, W.A., Kacmar, C.J., & Ferris, G.R. (2005). Political will, political skill, and political behavior. *Journal of Organizational Behavior*, *26*, 229-245.

2004

- Ahearn, K.K., Ferris, G.R., Hochwarter, W.A., Douglas, C., & Ammeter, A.P. (2004). Leader political skill and team performance. *Journal of Management*, *30*, 309-327.
- Ammeter, A.P., Douglas, C., Ferris, G.R., & Goka, H. (2004). A social relationship conceptualization of trust and accountability in organizations. *Human Resource Management Review*, *14*, 47-65.
- Douglas, C., Frink, D.D., & Ferris, G.R. (2004). Emotional intelligence as a moderator of the relationship between conscientiousness and performance. *Journal of Leadership & Organizational Studies*, *10*, 2-13.
- Dulebohn, J.H., Murray, B., & Ferris, G.R. (2004). The vicious and virtuous cycles of influence tactic use and performance evaluation outcomes. *Organizational Analysis*, *12*, 53-74.
- Ferris, G.R., Hall, A.T., Royle, M.T., & Martocchio, J.J. (2004). Theoretical development in the field of human resources management: Issues and challenges for the future. *Organizational Analysis*, *12*, 231-254.
- Hall, A.T., Blass, F.R., Ferris, G.R., & Massengale, R. (2004). Leader reputation and accountability: Implications for dysfunctional leader behavior. *The Leadership Quarterly*, *15*, 515-536.
- Hochwarter, W.A., James, M., Johnson, D., & Ferris, G.R., (2004). The interactive effects of politics perceptions and trait cynicism on work outcomes. *Journal of Leadership & Organizational Studies*, *10*, 44-58.
- Kolodinsky, R.W., Hochwarter, W.A., & Ferris, G.R. (2004). Nonlinearity in the relationship between political skill and work outcomes: Convergent evidence from three studies. *Journal of Vocational Behavior*, *65*, 294-308.
- Perrewé, P.L., Zellars, K.L., Ferris, G.R., Rossi, A.M., Kacmar, C.J., & Ralston, D.A. (2004). Neutralizing job stressors: Political skill as an antidote to the dysfunctional consequences of role conflict stressors. *Academy of Management Journal*, *47*, 141-152.

Treadway, D.C., Ferris, G.R., Douglas, C., Hochwarter, W.A., Kacmar, C.J., Ammeter, A.P., & Buckley, M.R. (2004). Leader political skill and employee reactions. *The Leadership Quarterly*, *15*, 493-513.

Witt, L.A., Treadway, D.C., & Ferris, G.R. (2004). The role of age in reactions to organizational politics perceptions. *Organizational Analysis*, *12*, 39-52.

2003

Castro, S.L., Douglas, C., Hochwarter, W.A., Ferris, G.R., & Frink, D.D. (2003). The effects of positive affect and gender on the influence tactics – job performance relationship. *Journal of Leadership & Organizational Studies*, *10*, 1-18.

Frink, D.D., Robinson, R.K., Reithel, B., Arthur, M.M., Ammeter, A.P., Ferris, G.R., Kaplan, D.M., & Morrisette, H.S. (2003). Gender demography and organization performance: A two-study investigation with convergence. *Group and Organization Management*, *28*, 127-147.

Higgins, C., Judge, T.A., & Ferris, G.R. (2003). Influence tactics and work outcomes: A meta-analysis. *Journal of Organizational Behavior*, *24*, 89-106.

Hochwarter, W.A., Kiewitz, C., Castro, S.L., Perrewé, P.L., & Ferris, G.R. (2003). Positive affectivity and collective efficacy as moderators of the relationship between perceived politics and job satisfaction. *Journal of Applied Social Psychology*, *33*, 1009-1035.

Prati, M., Douglas, C., Ferris, G.R., Ammeter, A.P., & Buckley, M.R. (2003). The role of emotional intelligence in team leadership: Reply to the critique by Antonakis. *The International Journal of Organizational Analysis*, *11*, 363-369.

Prati, M., Douglas, C., Ferris, G.R., Ammeter, A.P., & Buckley, M.R. (2003). Emotional intelligence, leadership effectiveness, and team outcomes. *The International Journal of Organizational Analysis*, *11*, 21-40.

Witt, L.A., & Ferris, G.R. (2003). Social skill as moderator of the conscientiousness – performance relationship: Convergent evidence across four studies. *Journal of Applied Psychology*, *88*, 809-820.

2002

Ammeter, A.P., Douglas, C., Gardner, W.L., Hochwarter, W.A., & Ferris, G.R. (2002). Toward a political theory of leadership. *The Leadership Quarterly*, *13*, 751-796.

Berkson, H.M., Ferris, G.R., & Harris, M.M. (2002). The recruitment interview process: Persuasion and organization reputation promotion in competitive labor markets. *Human Resource Management Review*, *12*, 359-375.

Ferris, G.R., & Perrewé, P.L., & Douglas, C. (2002). Social effectiveness in organizations: Construct validity and research directions. *Journal of Leadership & Organizational Studies*, *9*, 49-63.

Kiewitz, C., Hochwarter, W.A., Ferris, G.R., & Castro, S.L. (2002). The role of psychological climate in neutralizing the effects of organizational politics on work outcomes. *Journal of Applied Social Psychology*, *32*, 1189-1206.

2001

- Buckley, M.R., Beu, D.S., Frink, D.D., Howard, J.L., & Berkson, H.M., Mobbs, T.A., & Ferris, G.R. (2001). Ethical issues in human resources systems. *Human Resource Management Review, 11*, 11-29.
- Ferris, G.R., Witt, L.A., & Hochwarter, W.A. (2001). Interaction of social skill and general mental ability on job performance and salary. *Journal of Applied Psychology, 86*, 1075-1082.
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Hussong, M.A., Sherman, J.L., & Ferris, G.R. (1977). *The 16PF research bibliography: 1971-1976*. Champaign, IL: Institute for Personality and Ability Testing.

Rowland, K.M., London, M., Ferris, G.R., & Sherman, J.L. (Eds.) (1980). *Current issues in personnel management*. Boston: Allyn and Bacon.

Book Reviews

Review of *International Review of Industrial and Organizational Psychology* by Cooper and Robertson (with S.J. Wayne). *Personnel Psychology*, 1987, 40, 179-181.

Review of *"Do It My Way or You're Fired": Employee Rights and the Changing Role of Management Prerogatives* by Ewing. *Industrial and Labor Relations Review*, 1984, 37, 452-453.

Review of *Organizational Behavior and Management: A Contingency Approach (Third edition)* by Tosi and Hamner. *Personnel Psychology*, 1983, 36, 208-211.

Review of *Assessment Centers and Managerial Performance* by Thornton and Byham. *Personnel Psychology*, 1983, 36, 415-417.

Review of *People and Organizations: The Practitioner's View* by Kakabadse. *Personnel Psychology*, 1983, 36, 693-695.

Review of *Perspectives on Behavior in Organizations (2nd edition)* by Hackman, Lawler, and Porter. *Personnel Psychology*, 1983, 36, 964-966.

Review of *Contemporary Problems in Personnel* by Pearlman, Schmidt, and Hunter. *Personnel Psychology*, 1983, 36, 980-982.

Review of *Personnel/Human Resource Management* by Heneman, Schwab, Fossum and Dyer. *Personnel Psychology*, 1981, 34, 154-157.

Review of *Management: A Programmed Approach with Cases and Applications* by Kazmier. *Personnel Psychology*, 1980, 33, 882-884.

Review of *Trends in Management Thinking: 1960-1970* by Pollard. *Personnel Psychology*, 1979, 32, 789-793.

Review of *Organization Design* by Galbraith. *Personnel Psychology*, 1978, 31, 617-621.

Professional Presentations and Conference Activities

2011

Kane, R.E., Hampton, H.L., Hochwarter, W.A., & Ferris, G.R. (2011). *Contextual boundaries of the political environment: The role of supervisor political support*. Paper presented at the Academy of Management, 71st annual national meeting, San Antonio.

Treadway, D.C., Adams, G., Hanes, T.J., Perrewé, P.L., Magnusen, M.J., & Ferris, G.R. (2011). *Organizational reputation and recruiter political skill influences on NCAA football recruiting*. Paper presented at the Academy of Management, 71st annual national meeting, San Antonio.

2010

Blickle, G., John, J., & Ferris, G.R. (2010). *Role of political skill in the prediction of insurance sales performance outcomes*. Paper presented at the Academy of Management, 70th annual national meeting, Montreal.

Ferris, G.R. (2010). *Mentoring Ph.D. students within an apprenticeship framework: Some thoughts and observations over time*. Thomas A. Mahoney Mentoring Award speech, Human Resources Division, Academy of Management, 70th annual national meeting, Montreal, Canada.

Ferris, G.R., & Perrewé, P.L. (2010). *Socialization into the academic life: Reflections on 25 years of mentoring Ph.D. students*. Seminar presented to the University of Oklahoma Departments of Management and Psychology faculty and Ph.D. students, September 10, 2010.

Laird, M.D., Blickle, G., Zboja, J., Schneider, P.B., Martinez, A.D., & Ferris, G.R. (2010). *Political skill as a moderator of the performance- reputation relationship: A two-study replication and extension*. Paper presented at the Annual Meeting of the Southern Management Association, St. Petersburg, FL.

Lanivich, S.E., Brees, J.R., Hochwarter, W.A., & Ferris, G.R. (2010). *Perceived P-E fit as moderator of the relationships between accountability and employee reactions*. Paper presented at the Academy of Management, 70th annual national meeting, Montreal, Canada.

Martinez, A.D., Ferris, G.R., & Segrest, S.L. (2010). *Employee race consequences in organizations: Alternative explanation focusing on maladjustment, political skill, and power*. Paper presented at the Annual Meeting of the Southern Management Association, St. Petersburg, FL.

Zellars, K.L., Hochwarter, W.A., Lanivich, S.E., Perrewé, P.L., & Ferris, G.R. (2010). *Resource conservation as moderator of accountability for others – work outcomes relationships*. Paper presented at the Academy of Management, 70th annual national meeting, Montreal.

2009

- Blickle, G., Schneider, P.B., Liu, Y., & Ferris, G.R. (2009). *A predictive investigation of reputation as mediator of the political skill – career success relationships*. Paper presented at the Annual Meeting of the Southern Management Association, Ashville, NC.
- Ferris, G.R., Munyon, T.P., Summers, J.K., Buckley, M.R., & Ranft, A.L. (2009). *Executive work design*. Paper presented at the Academy of Management, 69th Annual National Meeting, Chicago.
- Perrewé, P.L., Ferris, G.R., & Meurs, J.A. (Chairs) (2009). *Work demands and resources: Examining the psychological and physiological repercussions*. Symposium presented at the Work, Stress, and Health 2009: Global Concerns and Approaches Conference, Puerto Rico.
- Rogers, L.M., Hochwarter, W.A., Perrewé, P.L., & Ferris, G.R. Political skill as a neutralizer of generation-related stress: A multiple-study investigation. In C. Rosen & D.L. Ferris (Co-Chairs), *Perceived politics and political skill: Exploring the different faces of politics in organizations*. Symposium presented at the Academy of Management, 69th Annual National Meeting, Chicago.
- Thompson, K.W., Summers, J.K., Ferris, G.R., & Hochwarter, W.A. (2009). *Interactive effects of perceived entitlement behavior and political skill on job tension*. Paper presented at the Academy of Management, 69th Annual National Meeting, Chicago.

2008

- Blickle, G., Ferris, G.R., Schneider, P.B., Kramer, J., Zettler, I., Solga, J., Noethen, D., & Meurs, J.A. (2008). Antecedents of political skill: A longitudinal investigation over two years with newly hired employees. In G. Blickle (Chair), *Social power and political skill in organizations*. Symposium presented at the International Congress of Psychology, Berlin, Germany.
- Blickle, G., Meurs, J.A., Zettler, I., Solga, J., Noethen, D., Kramer, J., & Ferris, G.R. (2008). Self-presentation by political skill and job performance. In K.H. Renner (Chair), *Advances in self-presentation research*. Symposium presented at the International Congress of Psychology, Berlin, Germany.
- Hall, A.T., & Ferris, G.R. (2008). *Accountability and extra-role behavior*. Paper presented at the Annual Meeting of the Association of Employment Practices and Principles, Chicago.
- Munyon, T.P., Hochwarter, W.A., Perrewé, P.L., & Ferris, G.R. (2008). *Moderated polynomial citizenship and optimism relationships with job satisfaction*. Paper presented at the Annual Meeting of the Southern Management Association, St. Petersburg, FL.
- Perrewé, P.L., & Ferris, G.R. (Co-Chairs) (2008). *Dark-side research in the organizational sciences: Who ever said it was going to be pretty?* Symposium presented at the Annual Meeting of the Southern Management Association, St. Petersburg, FL.
- Rogers, L.M., Ferris, G.R., Blass, F.R., & Hochwarter, W.A. (2008). *Interaction of job-limiting pain and political skill on job satisfaction and organizational citizenship behavior*. Paper presented at the Annual Meeting of the Southern Management Association, St. Petersburg, FL.

Van Iddekinge, C.H., Ferris, G.R., Perryman, A.A., Perrewé, P.L., & Blass, F.R. (2008). It's all about execution: Selection and training implementation and unit performance. In J.C. Molloy (Chair), *Bridging micro and macro HR: Emerging theoretical and empirical research*. Symposium presented at the Academy of Management, 68th Annual National Meeting, Anaheim.

Van Iddekinge, C.H., Ferris, G.R., & Hefner, T.S. (2008). *Selection constructs versus methods: The validity of alternative methods for predicting performance*. Paper presented at the Academy of Management, 68th Annual National Meeting, Anaheim.

2007

Breaux, D.M., Munyon, T.P., Ferris, G.R., & Hochwarter, W.A. (2007). *Organizational politics perceptions as a moderator of the relationship between accountability and job satisfaction*. Paper presented at the Annual Meeting of the Southern Management Association, Nashville.

Laird, M.D., Zinko, R., Hochwarter, W.A., & Ferris, G.R. (2007). *The moderating effects of reputation on the accountability as stressor – strain relationship*. Paper presented at the Academy of Management, 67th Annual National Meeting, Philadelphia.

Liu, Y., Perrewé, P.L., Ferris, G.R., & Humphrey, R.H. (2007). *Strategic emotional display*. In N. Ashkanasy & Y. Liu (Co-Chairs), *When emotion is no longer (merely) feeling: The social role of emotion in organizations*. Symposium presented at the Academy of Management, 67th Annual National Meeting, Philadelphia.

Martinez, A.D., Laird, M.D., & Ferris, G.R. *Job title inflation*. Paper presented at the Academy of Management, 67th Annual National Meeting, Philadelphia.

Perryman, A.A., Ranft, A.L., & Ferris, G.R. *A meso-level conceptualization of celebrity leadership*. Paper presented at the conference, “Meso-Modeling of Leadership” and Festschrift for Professor Jerry Hunt, Rawls College of Business, Texas Tech University, Lubbock, TX.

2006

Borman, W.C., & Ferris, G.R. (Co-Chairs) (2006). *Political skill, influence behavior, and work outcomes*. Symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas.

Brouer, R.L., Duke, A., Treadway, D.C., & Ferris, G.R. (2006). *The effect of political skill on the demographic misfit – leader-member exchange relationship*. Paper presented at the Annual Meeting of the Southern Management Association, Clearwater, FL.

Ferris, G.R., Brouer, R.L., Perrewé, P.L., Hochwarter, W.A., Douglas, C., & Treadway, D.C. (2006). *Political skill in organizations*. Paper presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas.

Ferris, G.R., & Perrewé, P.L. (2006). *Building a program of research: The case of political skill*. Invited presentation, Department of Management, College of Business, Auburn University, Auburn, AL.

Ferris, G.R., & Perrewé, P.L. (2006). *Building a program of research: The case of political skill*. Invited visiting scholar presentation, Martin J. Whitman School of Management, Syracuse University, Syracuse, NY.

- Hochwarter, W.A., Arnell, B., Ferris, G.R., Zinko, R., & James, M. (2006). *Reputation as a moderator of the political behavior – work outcomes relationships: A two-study investigation with convergent results*. Paper presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas.
- Hochwarter, W.A., Ferris, G.R., Laird, M.D., Gallagher, V., & Arnell, B. *The non-linear politics perceptions – job satisfaction relationship: Convergent evidence across five samples*. Paper presented at the Academy of Management, 66th Annual National Meeting, Atlanta.
- James, M.L., Hochwarter, W.A., & Ferris, G.R. (2006). *Cynicism toward coworkers, immediate supervisors, and upper-level management*. Paper presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas.
- Liu, Y., Ferris, G.R., Zinko, R., Perrewé, P.L., Weitz, B., & Xu, J. (2006). *Predictors and outcomes of political skill and reputation in organizations: A four-study investigation with convergence*. Paper presented at the Annual Meeting of the Southern Management Association, Clearwater, FL.
- Lux, S., & Ferris, G.R. (2006). *Developing and utilizing efficient ties: The role of ego capabilities in entrepreneurial networks*. Paper presented at the international workshop entitled “Strategic Entrepreneurship: The Role of Social Networks,” Department of Organization Science, Vrije Universiteit Amsterdam, Amsterdam, The Netherlands, July 3-4, 2006.
- Ranft, A.L., Ferris, G.R., & Perryman, A.A. (2006). *Dealing with celebrity and discretion in the top job: Accountability as an executive job demand*. Paper presented at the Annual Meeting of the Southern Management Association, Clearwater, FL.
- Zellars, K.L., Perrewé, P.L., Rossi, A.M., Kacmar, C.J., & Ferris, G.R. (2006). *Attenuation of detrimental negative affectivity effects on strain reactions*. Paper presented at the Work, Stress, and Health Conference, Miami, FL.
- Zinko, R., Ferris, G.R., Blass, F.R., & Laird, M.D. (2006). *Toward a theory of reputation in organizations*. Paper presented at the Academy of Management, 66th Annual National Meeting, Atlanta.

2005

- Brouer, R.L., Ferris, G.R., Hochwarter, W.A., Laird, M.D., & Gilmore, D.C. (2005). *Strain reactions to politics perceptions as a workplace stressor: Political skill as a neutralizer*. Paper presented at the Academy of Management, 65th Annual National Meeting, Honolulu.
- Ferris, G.R., Bowen, M.G., Treadway, D.C., Hochwarter, W.A., Hall, A.T., & Perrewé, P.L. (2005). *The assumed linearity of organizational phenomena*. Paper presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles.
- Hall, A.T., Hochwarter, W.A., Ferris, G.R., & Perrewé, P.L. (2005). *Felt accountability in organizations*. Paper presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles.
- Treadway, D.C., Ferris, G.R., Duke, A.B., Adams, G., & Thatcher, J.B. (2005). *The moderating role of subordinate political skill on supervisors’ impressions of influence tactics and subsequent performance ratings*. Paper presented at the Annual Meeting of the Southern Management Association, Charleston.

2004

- Colella, A.J., Dulebohn, J.H., Ferris, G.R., & Werner, S. (2004). *Planning for tenure: Crafting an effective research strategy*. Invited panelist in the Human Resources Division Junior Faculty Consortium, Academy of Management, 64th Annual National Meeting, New Orleans.
- Douglas, C., Ferris, G.R., & Perrewé, P.L. (2004). *Leader political skill and authentic leadership*. Paper presented at the UNL Gallup Leadership Institute Summit, Omaha, Nebraska.
- Ferris, G.R. (2004). Discussant commentary on antecedents and consequences of impression management. In L.A. McFarland (Chair), *Making a good impression: Antecedents and consequences of impression management*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.
- Ferris, G.R., Hochwarter, W.A., & Hall, A.T. (2004). Accountability and political skill. In D.D. Frink (Chair), *Issues of accountability in human resources management*. Symposium presented at the Annual Meeting of the Southern Management Association, San Antonio.
- Hochwarter, W.A., Hall, A.T., Perrewé, P.L., Ferris, G.R., & Frink, D.D. (2004). *Felt accountability and political skill: Their impact on job performance*. Paper presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.
- Hochwarter, W.A., Perrewé, P.L., Hall, A.T., & Ferris, G.R. (2004). *Negative affectivity as moderator of the accountability – tension relationship*. Paper presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.
- Liu, Y., & Ferris, G.R., Treadway, D.C., Prati, L.M., Perrewé, P.L., & Hochwarter, W.A. (2004). The emotion of politics and the politics of emotions: Affective and cognitive reactions to politics as a stressor. In R. H. Humphrey (Chair), *Four perspectives: How politics, emotional contagion, coping styles, and job characteristics influence emotions in the workplace*. Symposium presented at the Annual Meeting of the Southern Management Association, San Antonio.
- Perrewé, P.L., Zellars, K.L., Rossi, A.M., Ferris, G.R., Hochwarter, W.A., & Kacmar, C.J. (2004). *Neutralizing the dysfunctional impact of NA: Role of political skill*. Paper presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.
- Perrewé, P.L., Zellars, K.L., Rossi, A.M., Kacmar, C.J., Liu, Y., Zinko, R., Hochwarter, W.A., & Ferris, G.R. (2004). *Political skill as an antidote in the role overload – strain relationships*. Paper presented at the Academy of Management, 64rd Annual National Meeting, New Orleans.
- Treadway, D.C., Ferris, G.R., Hochwarter, W.A., Witt, L.A., & Goodman, J.M. *Age as moderator of the perceptions of politics – job performance relationship: Integration of social facilitation and socioemotional selectivity predictions*. Paper presented at the Academy of Management, 64th Annual National Meeting, New Orleans.

2003

- Buckley, M.R., Douglas, C., Ferris, G.R., Gardner, W.L., & Perrewé, P.L. (2003). *Building a successful research career*. Invited presentation in October Research Roundtable, School of Business Administration, University of Mississippi.

- Cascio, W.F., Ferris, G.R., & Heneman, H.G., III (2003). Human resources values issues from the perspective of Heneman Career Award winners. In D. Stone, M. Watson, & R.J. Klimoski (Chairs), *Second HR town meeting: Crafting an HR value statement*. Symposium presented at the Academy of Management, 63rd Annual National Meeting, Seattle.
- Colella, A.J., Dulebohn, J.H., Ferris, G.R., & Werner, S. (2003). *Planning for tenure: Crafting an effective research strategy*. Invited panelist in the Human Resources Division Junior Faculty Consortium, Academy of Management, 63rd Annual National Meeting, Seattle.
- Douglas, C., Frink, D.D., & Ferris, G.R. (2003). *Emotional intelligence as a moderator of the conscientiousness - performance relationship*. Paper presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
- Ferris, G.R., & Colquitt, J.A. (2003). *Developing a program of research*. Invited panelist in the Human Resources Division Doctoral Consortium, Academy of Management, 63rd Annual National Meeting, Seattle.
- Ferris, G.R. (2003). *Developing a research agenda*. Invited presentation at the 15th Annual Doctoral Student Consortium, Annual Meeting of the Southern Management Association, Clearwater, FL.
- Hall, A.T., Blass, F.R., & Ferris, G.R. (2003). Leader reputation and accountability: Implications for leader behavior. In A.P. Ammeter (Chair), *Leadership in a democratic organization: Positive and negative impacts of leader political skill*. Symposium presented at the Academy of Management, 63rd Annual National Meeting, Seattle.
- Hall, A.T., Hochwarter, W.A., & Ferris, G.R. (2003). *Interactive effects of accountability and job efficacy on organizational citizenship and political behavior*. Paper presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
- Hall, A.T., Hochwarter, W.A., Perrewé, P.L., & Ferris, G.R. (2003). *Job autonomy s antidote to the dysfunctional effects of accountability as stressor: Implications for job satisfaction and emotional exhaustion*. Paper presented at the Annual Meeting of the Southern Management Association, Clearwater, FL.
- Hochwarter, W.A., Ferris, G.R., Johnson, D., & Treadway, D.C. (2003). *The interactive effects of politics perceptions and cynicism on work outcomes*. Paper presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
- Hochwarter, W.A., Kacmar, C., & Ferris, G.R. (2003). *Accountability at work: An examination of antecedents and consequences*. Paper presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
- Prati, M., & Ferris, G.R. (2003). The role of emotional intelligence in the emotional labor process. In P.L. Perrewé (Chair), *Emotions in the workplace*. Symposium presented at the Annual Meeting of the Southern Management Association, Clearwater, FL.
- Treadway, D.C., Hochwarter, W.A., Douglas, C., Ferris, G.R., Kacmar, C.J., Ammeter, A.P., & Buckley, M.R. (2003). Leader political skill and employee reactions. In A.P. Ammeter (Chair), *Leadership in a democratic organization: Positive and negative impacts of leader political skill*. Symposium presented at the Academy of Management, 63rd Annual National Meeting, Seattle.

Treadway, D.C., Hochwarter, W.A., Ferris, G.R., & Witt, L.A. (2003). *The moderating effects of organizational support on the social skill – job performance relationship*. Paper presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.

2002

Ammeter, A.P., Douglas, C., Gardner, W.L., Hochwarter, W.A., & Ferris, G.R. (2002). *Toward a political theory of leadership*. Paper presented at the Ole Miss Leadership Symposium, Oxford, MS.

Hunt, J.G. (Moderator), Bass, B.M., Ferris, G.R., Howell, J., Shamir, B., Slocum, J., & Vecchio, R.P. (2002). *Leadership in a volatile world*. Distinguished scholar panel, Ole Miss Leadership Symposium, Oxford, MS.

Higgins, C.A., Judge, T.A., & Ferris, G.R. (2002). *Influence tactics and work outcomes: A meta-analysis*. Paper presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto.

Kolodinsky, R.W., & Ferris, G.R. (2002). *Influence at work: The role of political skill in social influence processes in organizations*. Paper presented at the Annual Meeting of the Southern Management Association, Atlanta.

Perrewé, P.L., & Ferris, G.R. (2002). *Stress management in graduate school and the workplace*. Invited presentation at the 23rd Annual Industrial Organizational Psychology and Organizational Behavior Graduate Student Conference, Tampa.

Witt, L.A., & Ferris, G.R. (2002). *Social skill awareness and conscientiousness: Predictors of organizational citizenship behavior*. Paper presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto.

Zellars, K.L., Perrewé, P.L., Ferris, G.R., Rossi, A.M., & Ralston, D.A. (2002). *Neutralizing job stressors: Political skill as an antidote to the dysfunctional consequences of role conflict stressors*. Paper presented at the Annual Meeting of the Southern Management Association, Atlanta.

2001

Ahearn, K.K., Poertner, J., Ferris, G.R., Hochwarter, W.A., Ammeter, A.P., & Douglas, C. (2001). *Leader political skill and team performance in a state public welfare system*. Paper presented at the Academy of Management, 61st Annual National Meeting, Washington, D.C.

Ammeter, A.P., Douglas, C., Ferris, G.R., & Goka, H. (2001). *A social relationship conceptualization of trust and accountability in organizations*. Paper presented at the University of Mississippi Symposium, "Accountability and Organizational Realities," Oxford, MS.

Ferris, G.R., & Harrison, D. (2001). *Learning from reviewers and the journal review process*. Invited panelist in the Human Resources Division Doctoral Consortium, Academy of Management, 61st Annual National Meeting, Washington, D.C.

Ferris, G.R., Kolodinsky, R.W., Hochwarter, W.A., & Frink, D.D. (2001). *Conceptualization, measurement, and validation of the political skill construct*. Paper presented at the Academy of Management, 61st Annual National Meeting, Washington, D.C.

- Klimoski, R.J., Frink, D.D., Mero, N.P., Guidice, R., Erdogan, B., Sparrowe, T.T., Liden, R.C., Dunegan, K.J., Ammeter, A.P., Douglas, C., Ferris, G.R., Goka, H., O'Leary-Kelly, A., Beu, D., Buckley, M.R., & Folger, R. (2001). *Social imperatives and organizational realities: New and vital research agendas*. Symposium presented at the Annual Meeting of the Southern Management Association, New Orleans.
- Kolodinsky, R.W., Grant, A., Witt, L.A., Kacmar, K.M., & Ferris, G.R. (2001). *Competing perspectives on the role of understanding in the organizational politics perceptions – job performance relationship: The “antidote” versus “distraction” hypotheses*. Paper presented at the Annual Meeting of the Southern Management Association, New Orleans.
- Kolodinsky, R.W., Hochwarter, W.A., & Ferris, G.R. (2001). *Nonlinearity in the relationship between political skill and job satisfaction and job tension: Convergent evidence from two studies*. Paper presented at the Annual Meeting of the Southern Management Association, New Orleans.
- Witt, L.A., & Ferris, G.R. (2001). *Social skill as a moderator of the relationship between conscientiousness and job performance*. Paper presented at the Annual Meeting of the Southwest Academy of Management, New Orleans.
- 2000**
- Ferris, G.R. (2000). *The multidimensional demands of the academic profession: Changing times and career management issues*. Invited presentation, Michael F. Price College of Business, University of Oklahoma.
- Ferris, G.R., & Frink, D.D. (2000). *Improving research efforts leading to publications*. Invited presentation, Fogelman College of Business, University of Memphis.
- Ferris, G.R., Witt, L.A., & Hochwarter, W.A. (2000). *Social skill and work outcomes*. Paper presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans.
- Frink, D.D., Ferris, G.R., Robinson, R.K., Kaplan, D.M., & Arthur, M.M. (2000). *Workforce diversity and organizational performance: A two-study firm-level investigation of gender effects*. Paper presented at the Academy of Management, 60th Annual National Meeting, Toronto.
- Golden, P., Ferris, G.R., Ketchen, D., & Moss, S. (2000). *Mentoring, networks, and politics: Career development and survival issues*. Panel discussion in the Junior Faculty Consortium, Annual Meeting of the Southern Management Association, Orlando.
- Hochwarter, W.A., Ferris, G.R., Perrewé, P.L., Witt, L.A., & Berkson, H.M. (2000). *Reconsidering the job performance – turnover relationship: The role of gender in form and magnitude*. Paper presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans.
- Hochwarter, W.A., Kiewitz, C., Castro, S.L., Perrewé, P.L., & Ferris, G.R. (2000). *Positive affectivity and collective efficacy as moderators of the relationship between perceived politics and job satisfaction*. Paper presented at the Annual Meeting of the Southern Management Association, Orlando.
- Yammarino, F.J., Dansereau, F., Cannella, A.A., Jr., Ferris, G.R., Hunt, J.G., Markham, S.E., Schriesheim, C.A., & Tosi, H.L., Jr. (2000). *Research in multi-level issues: Publishing in new times and realities*. Panel discussion presented at the Annual Meeting of the Southern Management Association, Orlando.

1999

- Castro, S.L., Hochwarter, W.A., & Ferris, G.R. (1999). *Boundaries of the influence tactics – job performance relationships: The moderating effects of efficacy, support, and positive affect*. Paper presented at the Annual Meeting of the Southern Management Association, Atlanta.
- Drasgow, F., Munson, L.J., Bergman, M., Goodman, S.A., Hunt, S.T., & Ferris, G.R. (1999). *Organizational citizenship: Assessment and relation to job performance*. Symposium presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta.
- Dulebohn, J.H., Ferris, G.R., & Ree, M.J. (1999). *A longitudinal investigation of influence tactics effects on performance ratings*. Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta.
- Ferris, G.R., Berkson, H.M., Kaplan, D.M., Gilmore, D.C., Buckley, M.R., Hochwarter, W.A., & Witt, L.A. (1999). *Development and initial validation of the political skill inventory*. Paper presented at the Academy of Management, 59th Annual National Meeting, Chicago.
- Hochwarter, W.A., Ferris, G.R., & Perrewé, P.L. (1999). *A note on the nonlinearity of the age - job satisfaction relationship*. Paper presented at the Academy of Management, 59th Annual National Meeting, Chicago.
- Hochwarter, W.A., Harrison, A.W., Ferris, G.R., Perrewé, P.L., & Ralston, D.A. (1999). *A re-examination of Schriesheim and Hinkin's (1990) measure of upward influence*. Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta.
- Kaplan, D.M., & Ferris, G.R. (1999). *Fairness perceptions of employee promotion systems: A two-study investigation of antecedents and mediators*. Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta.
- Kiewitz, C., Hochwarter, W.A., & Ferris, G.R. (1999). *The role of psychological climate in neutralizing the effects of organizational politics on work outcomes*. Paper presented at the Annual Meeting of the Southern Management Association, Atlanta.
- Klaas, B., & Ferris, G.R. (1999). *Establishing a research program*. Invited presentation in the Human Resource Division Doctoral Consortium, Academy of Management, 59th Annual National Meeting, Chicago.

1998

- Ferris, G.R. (1998). *Balancing work and non-work in academic careers*. Invited presentation, Michael F. Price College of Business, University of Oklahoma.
- Ferris, G.R. (1998). *Politics in graduate school and academic careers*. Invited presentation in the New Doctoral Student Consortium, Academy of Management, 58th Annual National Meeting, San Diego.
- Ferris, G.R. (1998). *Influence and politics in human resources systems*. Invited research presentation, School of Business Administration, University of Mississippi.

Ferris, G.R., Harrell-Cook, G., & Kaplan, D. (1998). Human resource management and organizational performance: Theory and research challenges. In W.S. Becker (Chair), *High performance work systems: Critical issues of definition, implementation, and outcomes*. Panel discussion presented at the Thirteenth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Dallas.

Ferris, G.R., & Peters, L.H. (1998). *Creating research opportunities*. Invited presentation in the Human Resources Division Doctoral Consortium, Academy of Management, 58th Annual National Meeting, San Diego.

Frink, D.D., Klimoski, R.J., Hofmann, D.A., O'Leary-Kelly, A.M., Stone, D.L., Stone-Romero, E.F., & Ferris, G.R. (1998). *Mitigating organizational dysfunction: A role of accountability systems*. Symposium, jointly sponsored by the Human Resource Division, Organizational Behavior Division, and Social Issues Division, presented at the Academy of Management, 58th Annual National Meeting, San Diego.

1997

Ferris, G.R. (1997). *Influence and politics in human resources systems*. Invited colloquium presentation, Department of Management, Florida State University, Tallahassee, Florida.

Ferris, G.R. (1997). *Interpersonal influence in organizations: The politics of human resources systems*. Invited colloquium presented to faculty at Northern Illinois University, DeKalb, Illinois.

Ferris, G.R. (1997). *Influence at work: Organizational politics and the nature of political skill*. Invited Visiting Scholar address, Department of Psychology, Northern Illinois University, DeKalb, Illinois.

1996

Ferris, G.R. (1996). *Overview of human resource practices and organizational effectiveness*. Moderator and discussant for paper session at the jointly sponsored conference by the Japan Institute of Labour and the Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign, "Corporate Effectiveness and Human Resource Practices," Chicago, October 24-25, 1996.

Ferris, G.R., Dulebohn, J.H., Frink, D.D., Mitchell, T.R., George-Falvy, J., & Matthews, L.M. (1996). *Job and organizational characteristics, accountability, and employee influence*. Paper presented at the Eleventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., San Diego.

Ferris, G.R., Gilmore, D.C., Dulebohn, J.H., & Harrell-Cook, G.H. (1996). *Organizational politics and employee attendance*. Paper presented at the Eleventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., San Diego.

Ferris, G.R., Harrell-Cook, G., & Dulebohn, J.H. (1996). *Organizational politics in the nursing profession: The nature of the relationship between politics perceptions and political behavior*. Paper presented at the Academy of Management, 56th Annual National Meeting, Cincinnati.

Ferris, G.R., & Twomey, D. (1996). *Business-university partnerships*. All-Academy Pre-Conference Workshop, Academy of Management, 56th Annual National Meeting, Cincinnati.

1995

- Ferris, G.R. (1995). *Influence at work*. Invited presentation at the Owen Graduate of Management, Vanderbilt University, Nashville.
- Ferris, G.R. (1995). *Blending science and practice through business-university research partnerships*. Invited presentation in the panel discussion "Bridging the Split Personalities of I/O Psychology," North Carolina Industrial and Organizational Psychology Association meeting, Center for Creative Leadership, Greensboro, North Carolina.
- Ferris, G.R. (1995). *Organizational politics in the early academic career*. Invited presentation in the Human Resource Division/Organizational Behavior Division Junior Faculty Workshop, Academy of Management, 55th Annual National Meeting, Vancouver, British Columbia.
- Galang, M.C., & Ferris, G.R. (1995). *Reality and rhetoric: Sources of power for the human resource department in organizations*. Paper presented at the Academy of Management, 55th Annual National Meeting, Vancouver, British Columbia.
- Wayne, S.J., Graf, I., & Ferris, G.R. (1995). *The role of employee influence tactics in human resources decisions*. Paper presented at the Academy of Management, 55th Annual National Meeting, Vancouver, British Columbia.

1994

- Ferris, G.R., Bhawuk, D.P.S., Fedor, D.B., & Judge, T.A. (1994). *Organizational politics and citizenship: Attributions of intentionality and construct definition*. Paper presented at the Florida State University Symposium on Attribution Theory, Tallahassee.
- Ferris, G.R., & Mitchell, T.R. (1994). The social context of performance evaluation. In R.L. Cardy (Chair), *Social dynamics: A dirty look at performance appraisal*. Symposium presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville.
- Ferris, G.R., Frink, D.D., Galang, M.C., Zhou, J., Kacmar, K.M., & Howard, J.L. (1994). *Political work environments*. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville.
- Zhou, J., & Ferris, G.R. (1994). *The dimensionality and consequences of organizational politics perceptions*. Paper presented at the Research Methods Division of the Academy of Management Conference on Causal Modeling entitled "Promoting Organizational Applications of Causal Modeling Methods," Krannert Graduate School of Management, Purdue University.
- Ferris, G.R. (1994). *The politics of human resources systems: Theory, research, and practice*. Invited address in the Visiting Scholar Series, M.J. Neeley School of Business, Texas Christian University.

1993

- Ferris, G.R. (1993). *The social and political dynamics of performance evaluation and management*. Invited address at the Motorola Performance Management Workshop, Motorola, Inc., Schaumburg, Illinois, December 14, 1993.
- Ferris, G.R., Frink, D.D., & Galang, M.C. (1993). *Human resources management challenges of the changing workforce*. Invited presentation at the conference entitled "The Change of

Employment Environment and Human Resource Management in U.S. and Japanese Labor Markets," Japan Institute of Labour, October 5, 1993, Tokyo, Japan.

Ferris, G.R., Frink, D.D., & Galang, M.C. (1993). *Human resources management challenges of the changing workforce*. Invited presentation at the conference entitled "Changing Employment Environments and the Development and Management of Human Resources: The U.S. and Hong Kong," University of Hong Kong, October 11, 1993, Hong Kong.

Ferris, G.R., Frink, D.D., & Galang, M.C. (1993). *Human resources management challenges of the changing workforce*. Invited presentation at the conference entitled "The Change of Employment Environment and Human Resource Management in the Republic of China and USA," Chinese Culture University, October 14, 1993, Taipei, Taiwan.

Ferris, G.R. (1993). *HR as a strategic business partner*. Invited keynote address at the Fall Meeting of the Human Resource Advisory Board, School of Business, Indiana University, Bloomington, Indiana.

Ferris, G.R., & Judge, T.A. (1993). *Influence at work: Politics in human resources systems*. Invited presentation in the Human Resources Division Doctoral and Junior Faculty Consortium, Academy of Management, 53rd Annual National Meeting, Atlanta.

1992

Ferris, G.R. Judge, T.A. Rowland, K.M., & Fitzgibbons, D.E. (1992). *Subordinate influence and the performance evaluation process*. Paper presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Montreal.

George-Falvy, J., Mitchell, T.R., Matthews, L.M., & Ferris, G.R. (1992). *The relationship between job level and structural attributes of the job*. Paper presented at the Annual Meeting of the Western Psychological Association, Portland.

Judge, T.A., & Ferris, G.R. (1992). *Social influences and performance rating*. Paper presented at the Seventh Annual Conference for the Society for Industrial and Organizational Psychology, Inc., Montreal.

Matthews, L.M., Mitchell, T.R., George-Falvy, J., & Ferris, G.R. (1992). *Target status as a determinant of influence tactics used by managers*. Paper presented at the Annual Meeting of the Western Psychological Association, Portland.

Mitchell, T.R. & Ferris, G.R. (1992). *Personal accountability and ethical behavior in organizations*. Symposium presentation at the Academy of Management, 52nd Annual National Meeting, Las Vegas.

Nagai, H., Morishima, M., & Ferris, G.R. (1992). *American employees' use of influence management at Japanese affiliated companies in the U.S.* Paper presented at the 8th Annual Meeting of the Japanese Association of Industrial/Organizational Psychology, Tokyo.

1991

Cardy, R.L., Schuler, R.S., Manz, C.C., Dobbins, G.H., Cascio, W.F., & Ferris, G.R. (1991). *New management visions: Implications for HRM theory, research, and practice*. Discussant for symposium presented at the Academy of Management, 51st Annual National Meeting, Miami Beach.

- Ferris, G.R. (1991). *Accountability in organizations*. Invited presentation at the Fall Partners' Roundtable Meeting, Center for Human Resource Management, Chicago.
- Ferris, G.R. (1991). *Performance appraisal and productivity* (with Borman and Pritchard). Invited presentation in the Personnel/Human Resources Division Doctoral and Junior Faculty Consortium, Academy of Management, 51st Annual National Meeting, Miami Beach.
- Ferris, G.R. (1991). *Personnel/human resources management: A political influence perspective*. Invited presentation in the Society for Industrial and Organizational Psychology, Inc. Doctoral Consortium, Sixth Annual Conference, St. Louis.

1990

- Delery, J.E., & Ferris, G.R. (1990). *Supervisor-subordinate attributional congruence and understanding*. Paper presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Miami Beach.
- Ferris, G.R. (1990). *Predicting managerial performance*. Discussant for paper session in the Personnel/Human Resources Division of the Academy of Management, 50th Annual National Meeting, San Francisco.
- Ferris, G.R. (1990). Antecedents and consequences of interpersonal influence tactics in organizations. In K.M. Kacmar & J.D. Mahoney (Co-Chairs), *New directions in interpersonal influence in organizations*. Symposium presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Miami Beach.
- Ferris, G.R., Gilmore, D.C., & Kacmar, K.M. (1990). *Potential moderators of the organizational politics-job anxiety relationship*. Paper presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Miami Beach.
- Kacmar, K.M., Delery, J.E., & Ferris, G.R. (1990). *The effectiveness of the use of impression management tactics by applicants on employment interview outcomes*. Paper presented at the Annual Meeting of the Southern Management Association, Orlando.
- Kacmar, K.M., & Ferris, G.R. (1990). *Development of the perceptions of organizational politics scale (POPS)*. Paper presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Miami Beach.

1989

- Ferris, G.R. (1989). *Interpersonal influence strategies in human resources practices*. Invited address in the Visiting Human Resources Scholar series, Joseph M. Katz Graduate School of Business, University of Pittsburgh.
- Ferris, G.R., Chachere, J.G., & Liden, R.C. (1989). *Work unit age composition, supervisor age, and subordinate outcomes*. Paper presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Boston.
- Ferris, G.R., & Kacmar, K.M. (1989). *Perceptions of organizational politics*. Paper presented at the Academy of Management, 49th Annual National Meeting, Washington, D.C.
- Wayne, S.J., Kacmar, K.M., & Ferris, G.R. (1989). *Subordinate upward influence effects on coworker responses*. Paper presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Boston.

1988

- Buckley, M.R., & Ferris, G.R. (1988). *Performance evaluation in high technology firms: Some survey results*. Paper presented at the TIMS/ORSA Joint National Meeting, Washington, D.C.
- Eder, R.W., & Ferris, G.R. (1988). *The employment interview: Theory, research, and practice*. Co-chairpersons of invited symposium at the Academy of Management, 48th Annual National Meeting, Anaheim.
- Ferris, G.R. (1988). The "processing" of human resources in the high technology industry. In L.R. Gomez-Mejia (Chair), *Human resource management strategies in the high technology industry*. Symposium presented at the Academy of Management, 48th Annual National Meeting, Anaheim.
- Ferris, G.R. (1988). *The role of age in the organizational sciences*. Chairperson of symposium presented at the Third Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Dallas.
- Ferris, G.R., Buckley, M.R., Yee, A.T., & West, C.K. (1988). *Performance evaluation systems in high technology firms*. Invited presentation in session on "Human Resource Management Problems and Solutions in High Technology Firms" at the conference on Managing the High Technology Firm, Graduate School of Business Administration, University of Colorado at Boulder, January 13-15.
- Ferris, G.R., & Kacmar, K.M. (1988). *Organizational politics and affective reactions*. Paper presented at the 30th Annual Meeting, Southwest Division of the Academy of Management, San Antonio.
- Kacmar, K.M., & Ferris, G.R. (1988). *Curvilinearity in the age-job satisfaction relationship*. Paper presented at the Third Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Dallas.
- Liden, R.C., & Ferris, G.R. (1988). *The effect of age on decisions concerning performance and pay: Is it age or experience?* Paper presented at the Annual Meeting of the Southern Management Association, Atlanta.
- Mitchell, T.R., & Ferris, G.R. (1988). Indirect social cues and motivation. In D. Gardner (Chair), *Cognitive and noncognitive theories of work motivation: Review and integration*. Symposium presented at the Annual Meeting of the American Psychological Association, Atlanta.

1987

- Chachere, J.G., Ferris, G.R., & Liden, R.C. (1987). *Supervisors' causal attributions as influenced by subordinate age and other factors*. Paper presented at the 29th Annual Meeting, Southwest Division of the Academy of Management, Houston.
- Ferris, G.R. (1987). *The employment interview: New research directions*. Chairperson of symposium presented at the Academy of Management, 47th Annual National Meeting, New Orleans.
- Ferris, G.R. (1987). *Managerial effectiveness: Issues and progress*. Chairperson of symposium presented at the Second Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta.

Gilmore, D.C., Fried, Y., & Ferris, G.R. (1987). *The influence of unionization on job satisfaction and work perceptions*. Paper presented at the Annual Meeting of the Industrial Relations Research Association, Chicago.

1986

Ferris, G.R. (1986). *Strategic human resources management*. Invited address in the Distinguished Visiting Speaker Series, Department of Management and Systems, Washington State University.

Ferris, G.R. (1986). *Strategic human resources management: Theory and research challenges*. Invited address in the GTE Emerging Scholar Lecture Series, University of Notre Dame.

Ferris, G.R. (1986). *Conversation hour with John Miner: Role motivation theories*. Chairperson, Personnel/Human Resources Division of the Academy of Management, 46th Annual National Meeting, Chicago.

Ferris, G.R., Baysinger, R.A., & Rowland, K.M. (1986). *Tenure influences on organizational withdrawal relationships*. Paper presented at the 28th Annual Meeting, Southwest Division of the Academy of Management, Dallas.

1985

Fandt, P.M., Wayne, S.J., Ferris, G.R., & Wagner, J.A., III. (1985). *A job-career perspective on the organizational tenure-job involvement relationship*. Paper presented at the Annual Meeting of the Southern Management Association, Orlando.

Ferris, G.R., Youngblood, S.A., & Yates, V.L. (1985). *Personality, performance, and withdrawal: A test of the person-job fit hypothesis for organizational newcomers*. Paper presented at the 27th Annual Meeting, Southwest Division of the Academy of Management, New Orleans.

Liden, R.C., Ferris, G.R., Baysinger, R.A., & Diensesch, R.M. (1985). *Effects of task feedback, causal feedback, and self-esteem on subordinate performance and reactions*. Paper presented at the Annual Meeting of the American Institute of Decision Sciences, Las Vegas.

Rowland, K.M., Ferris, G.R., & Sutton, C.D. (1985). *An assessment of the measurement of physiological work stress symptoms*. Paper presented at the National Institute of Occupational Safety and Health (NIOSH) Job Stress Workshop, New Orleans.

Schellenberg, D.A., Ferris, G.R., & Yates, V.L. (1985). *Strategic human resource management and firm effectiveness in declining environments*. Paper presented at the Annual Meeting of the Southern Management Association, Orlando.

Sutton, C.D., & Ferris, G.R. (1985). *Personality inventories and personnel decisions: An update*. Paper presented at the Annual Meeting of the Southern Management Association, Orlando.

1984

Abelson, M.A., Ferris, G.R., & Urban, T.F. (1984). *Career development, training, and the employee turnover process*. Paper presented in the Careers Division of the Academy of Management, 44th Annual National Meeting, Boston.

- Bergin, T.G., & Ferris, G.R. (1984). *Personal characteristics, job performance, and absenteeism of professionals*. Paper presented at the 92nd Annual Convention of the American Psychological Association, Toronto, Canada.
- Ferris, G.R. (1984). *Causal feedback and perceived fairness and accuracy of performance appraisal*. Paper presented in the Organizational Communication Division of the Academy of Management, 44th Annual National Meeting, Boston.
- Ferris, G.R. (1984). *Human resources management strategies in declining environments*. Invited presentation, Graduate School of Business Administration, University of Michigan.
- Ferris, G.R. (1984). *Supervisor-subordinate attributional congruency about performance and subordinate work attitudes and behavior*. Invited presentation, Department of Management, Michigan State University.
- Ferris, G.R., Yates, V.L., Gilmore, D.C., & Rowland, K.M. (1984). *The influence of subordinate age on performance ratings and causal attributions by supervisor*. Paper presented at the 22nd Annual Meeting of the Southern Management Association, New Orleans.
- Schellenberg, D.A., Zammuto, R.F., & Ferris, G.R. (1984). *Human resources management strategies in declining industries*. Paper presented at the Academy of Management, 44th Annual National Meeting, Boston.

1983

- Fedor, D.B., Ferris, G.R., & Pondy, L.R. (1983). *Myth system implications for performance appraisal system development and implementation*. Paper presented at the Academy of Management, 43rd Annual National Meeting, Dallas.
- Ferris, G.R., Gilmore, D.C., & Yates, V.L. (1983). *The moderating influences of individual and contextual factors on the job complexity-work outcomes relationships*. Paper presented at the Academy of Management, 43rd Annual National Meeting, Dallas.
- Ferris, G.R. (1983). *Employee turnover in organizations*. Discussant for paper session in the Organizational Behavior Division of the Academy of Management, 43rd Annual National Meeting, Dallas.

1982

- Ferris, G.R. (1982). *Selection I*. Chairperson for paper session in the Personnel/Human Resources Division of the Academy of Management, 42nd Annual National Meeting, New York.

1981

- Ferris, G.R., Gilmore, D.C., & Beehr, T.A. (1981). Leadership behavior determinants of job perceptions. In T.N. Martin & R.N. Osborn (Eds.), *Organizational analysis for the 1980's: The view from the midwest* (Proceedings of the 24th Annual Meeting of the Midwest Academy of Management). Carbondale, IL: College of Business Administration, Southern Illinois University.

1978-1980

- Ferris, G.R. (1980). Alternative theoretical and methodological perspectives in personnel/human resources management. In K.M. Rowland (Chair), *Toward a reconceptualization of personnel/human resources management*. Panel discussion presented at the 23rd Annual Meeting of the Midwest Academy of Management, Cincinnati.
- Ferris, G.R., & Rowland, K.M. (1980). *Effects of audience, task familiarity, and subject sex on performance quantity and quality: Social facilitation implications for work behavior*. Paper presented at the Academy of Management, 40th Annual National Meeting, Detroit.
- Ferris, G.R. (1978). *Career development systems: Integrating individual and organizational planning*. Chairperson of panel discussion presented at the 86th Annual Convention of the American Psychological Association, Toronto, Canada.
- Ferris, G.R., & Sherman, J.L. (1978). A profile similarity approach to career planning. In G.R. Ferris (Chair), *Career development systems: Integrating individual and organizational planning*. Panel discussion presented at the 86th Annual Convention of the American Psychological Association, Toronto, Canada.

Research in Progress or Under Review

- Blickle, G., John, J., & Ferris, G.R. Role of political skill in the prediction of insurance sales performance outcomes. Manuscript under review at *Applied Psychology: An International Review*.
- Brouer, R.L., Douglas, C., Treadway, D.C., & Ferris, G.R. Leader political skill, relationship quality, and leader/follower effectiveness: A two-study model test and constructive replication. Manuscript under review at the *Journal of Management*.
- Dulebohn, J.H., Bommer, W.H., Liden, R.C., Brouer, R.L., & Ferris, G.R. A meta-analysis of antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. Manuscript under revise-and-resubmit decision at the *Journal of Management*.
- Ferris, G.R., Munyon, T.P., Treadway, D.C., & Brouer, R.L. Toward an agentic theory of interpersonal influence in organizations. Manuscript in preparation.
- Ferris, G.R., Thompson, K.W., Treadway, D.C., & Munyon, T.P. The direct and interactive relationships of political skill with employee behavior and attitudes: A meta-analytic investigation and theory development. Research in progress.
- Kane, R.E., Hampton, H.L., Hochwarter, W.A., & Ferris, G.R. Contextual boundaries of the political environment: The role of supervisor political support in two samples. Manuscript under review at the *Journal of Management*.
- Laird, M.D., & Ferris, G.R. The mediating roles of work relationship quality and citizenship behavior in understanding the political skill – personal reputation relationship. Manuscript in preparation.
- Laird, M.D., Zbjo, J., Martinez, A.D., & Ferris, G.R. Roles of performance and political skill in peer assessments of personal reputation. Manuscript under review at the *Journal of Vocational Behavior*.
- Lux, S., Ferris, G.R., & Baron, R.A. Entrepreneur social effectiveness and capital: The social networks of politically skilled entrepreneurs. Manuscript in preparation.

- Lvina, E., Johns, G., Treadway, D.C., Blickle, G., Liu, Y., Liu, J., Atay, S., Zettler, J., Noethen, D., & Ferris, G.R. Measure invariance of the *Political Skill Inventory (PSI)* across five countries. Manuscript under revise-and-resubmit decision at the *International Journal of Cross-Cultural Management*.
- Martinez, A.D., Ferris, G.R., & Brooks, C.D. Power imbalances in leader-follower work relationships. Manuscript under review at *The Leadership Quarterly*.
- Martinez, A.D., Fiorito, J., & Ferris, G.R. The effects of union strength on supervisor-subordinate power relations. Manuscript under review at the *Journal of Labor Research*.
- Martinez, A.D., Martinko, M.J., & Ferris, G.R. Fuzzy attribution styles. Manuscript under review at *Psychological Services*.
- Martinez, A.D., Treadway, D.C., Kane, R.E., & Ferris, G.R. Employee political skill as moderator of the relationship between supervisor power and work relationship quality: A two-study constructive replication. Manuscript in preparation for submission to the *Journal of Vocational Behavior*.
- Perryman, A.A., Ranft, A.L., & Ferris, G.R. A multi-level investigation of celebrity and firm performance. Manuscript in preparation for submission to the *Journal of Management*.
- Summers, J.K., Ammeter, A.P., Ferris, G.R., & Douglas, C. Team cohesion and satisfaction as intermediate linkages in the team trust – team performance relationship: A multi-mediation model test. Manuscript under review at *Group and Organization Management*.
- Treadway, D.C., Adams, G., Hanes, T.J., Perrewé, P.L., Magnusen, M.J., & Ferris, G.R. Organization reputation and recruiter political skill influences on recruitment effectiveness: The case of NCAA college football recruiting. Manuscript under review at the *Journal of Applied Psychology*.
- Treadway, D.C., Breland, J.W., Williams, L.M., Cho, J., Yang, J., & Ferris, G.R. Social influence and interpersonal power in organizations: Roles of performance and political skill in two studies. Manuscript under revise-and-resubmit decision at the *Journal of Management*.
- Witt, L.A., David, E.M., & Ferris, G.R. Interaction of assertiveness and social skill on work performance: Convergent results across two studies. Manuscript in preparation.

Research Grants/Contracts

- Frink, D.D., & Ferris, G.R. (2000). *Personal and structural influences on job performance in dynamic environments: An investigation of social skill/intelligence and social contingencies*. Grant/contract proposal funded by the Office of Naval Research (ONR # N00014-00-1-0595-AA: \$131,557).
- Fullagar, C.J., Shanteau, J., Frink, D.D., & Ferris, G.R. (2000). *Cognitive and social influences on team performance: An investigation of psychological skills in complex, technological environments*. Grant/contract proposal funded by the Office of Naval Research (\$112,951).
- Ferris, G.R. (1994). *Faculty development and collaborative research and teaching relationships between the University of Illinois and European universities*. Grant proposal funded by the Midwest Universities Consortium for International Activities and by the Institute of Labor and Industrial Relations, University of Illinois (\$2000).

- Ferris, G.R., Frink, D.D., Galang, M.C., & Zhou, J. (1993). *Antecedents and consequences of organizational politics*. Grant proposal funded by the Campus Research Board, University of Illinois at Urbana-Champaign. Also, this project was designated to receive an Arnold O. Beckman Research Award (The Research Board selects projects of special distinction to be named Beckman Awards) (\$3,300).
- Wayne, S.J., & Ferris, G.R. (1992). *Determinants of employee career success: Who's getting ahead and why?* Research proposal funded by the Center for Human Resource Management, University of Illinois (\$11,525).
- Ferris, G.R., & Buckley, M.R. (1991). *Promotion systems in organizations*. Research proposal funded by the Human Resource Planning Society (\$5500).
- Kacmar, K.M., & Ferris, G.R. (1989). *Relational communication and mutual influence in the employment interview*. Research proposal funded by the American Society for Personnel Administration (\$3,000).
- Liden, R.C., & Ferris, G.R. (1989). *The influence of age on performance ratings*. Research proposal funded by Applied Aging Studies Initiative, Office of Interdisciplinary programs, Georgia Institute of Technology (\$5,000).
- Ferris, G.R. (1988). *Supervisor-subordinate working relationships and the performance evaluation process*. Research proposal partially funded by the Department of Research and Foundation Research Funds, The Carle Foundation, Champaign, Illinois, and by the Office of University Research Services, Texas A&M University (\$1,318).
- Browning, G., Albanese, R., Ferris, G., Marsh, J., Mendoza, J., Stubbs, N., & Worchel, S. (1987). *A model to increase industry productivity and the quality of work like of the construction work force*. Research proposal funded by the Texas A&M University Research Enhancement Program in Construction Management (\$185,000).
- Ferris, G.R., (1987). *Drug testing practices in organizations*. Research proposal funded by the Office of University Research Services, Texas A&M University (\$468).
- Ferris, G.R., & Shellenberg, D.A. (1983). *Personnel practices and strategic management in declining organizations*. Research proposal funded by the American Society for Personnel Administration (\$6,223).
- Ferris, G.R., & Shellenberg, D.A. (1983). *Strategic personnel practices in declining organizations*. Research proposal funded by the College of Business Administration Research Committee, Texas A&M University. (\$8,961)
- Sheer, A., Ringleb, A., Ferris, G.R., & Bierman, L. (1983). *Alternative perspectives on Title VII litigation for high-level jobs in organizations*. Research proposal funded by the College of Business Administration Research Committee, Texas A&M University (\$17,712).

TEACHING AND GRADUATE STUDENT DEVELOPMENT

Courses Taught (and institution where course was taught)

Undergraduate Courses

- Compensation Management (Texas A&M)
- Human Resources Management (Texas A&M; Illinois; Mississippi; Florida State)
- Individual Behavior in Organizations (Texas A&M; Illinois)
- Introduction to Statistics (Illinois State)

Masters Courses

Compensation Management (Texas A&M)
 Government Regulation (Illinois)
 Human Resources Management (Texas A&M; Illinois; Mississippi)
 Management of Training in Industry (Texas A&M)

Executive MBA Courses

Human Resources Management (Illinois)

Doctoral Courses/Seminars

Accountability in Organizations (Florida State)
 Research Methods (Texas A&M)
 Strategic Human Resources Management (Texas A&M; Vienna University, AUSTRIA)
 Theory and Research in Human Resources Management (Texas A&M; Illinois;
 Florida State)
 Organizational Politics (Florida State)
 Organizational Science (Florida State)
 Performance Management (Vienna University, AUSTRIA)
 Social Influence Processes in Organizations (Florida State)
 Professional Development in the Organizational Sciences (Florida State)

Masters and Doctoral Committees***Florida State University*****Doctoral Dissertation Committees**

Robert W. Kolodinsky — Ph.D. in Management, 2002 (Chair)
Dissertation Title: “The Role of Political Skill in Intraorganizational Influence Processes”

Current Position: Gilliam Professor of Ethical Business Leadership and Associate Professor of Management, and Director of the Gilliam Center for Ethical Business Leadership, Department of Management, College of Business Administration, James Madison University.

Deondra S. Conner — Ph.D. in Management, 2002
Dissertation Title: “The Role of Equity Sensitivity in Organizational Justice Perceptions”

Suzanne Zivnuska — Ph.D. in Management, 2003
Dissertation Title: “Building Managerial Reputations: The Development and Empirical Investigation of a Multi-Theoretical Model of Identity, Communication, and Individual Reputation”

Darren C. Treadway — Ph.D. in Management, 2003 (Co-Chair)
Dissertation Title: “The Role of Age and Influence in the Performance Evaluation Context: Test of a Model Incorporating Age Norms and Political Skill”
Current Position: Associate Professor of Management, Department of Organization and Human Resources, School of Management, State University of New York at Buffalo.

Michael J. Gundlach — Ph.D. in Management, 2003
Dissertation Title: “Developing and Testing a Model of Whistle-Blowing Decisions”

Fred R. Blass — Ph.D. in Management, 2003 (Co-Chair)

Dissertation Title: “Socialization Tactics, Content, and Career Effectiveness: The Role of Political Skill in Contextual Adjustment and Effectiveness”

Current Position: Associate Professor in Management, Department of Management, The College of Business, Florida State University.

Juanda Beck-Jones — Ph.D. in Instructional Design/Education, 2003

Dissertation Title: “The Effect of Cross Training and Role Assignment in Cooperative Learning Groups on Task Performance, Knowledge of Accounting Concepts, Teamwork Behavior, and Acquisition of Interpositional Knowledge”

Garry L. Adams — Ph.D. in Management, 2004

Dissertation Title: “Power Plays: A Longitudinal Examination of CEO/BOD Power Circulation and Its Impact on Organizational Performance”

L. Melita Prati — Ph.D. in Management, 2004 (Co-Chair)

Dissertation Title: “Emotional Intelligence as a Facilitator of the Emotional Labor Process”

Current Position: Assistant Professor of Management, Department of Management, College of Business, East Carolina University.

Kent Marett — Ph.D. in Management Information Systems, 2004

Dissertation Title: “The Effects of Computer Support, Social Facilitation, and Arousal of Suspicion on Group Deceptive Communication”

Kenneth J. Harris — Ph.D. in Management, 2004

Dissertation Title: “An Examination of Multiple Predictors and Outcomes from Different Dimensions of LMX Relationship Quality”

Matrechia S.L. James — Ph.D. in Management, 2005 (Co-Chair)

Dissertation Title: “Antecedents and Consequences of Cynicism in Organizations: An Examination of the Potential Positive and Negative Effects on School Systems”

Current Position: Assistant Professor of Management and Chair, Department of Management, College of Business Administration, Jacksonville University.

Angela T. Hall — Ph.D. in Management, 2005 (Chair)

Dissertation Title: “Accountability in Organizations: An Examination of Antecedents and Consequences”

Current Position: Assistant Professor of Management, Department of Management, College of Business, University of Texas at San Antonio.

Patricia A. Tilley — Ph.D. in Management Information Systems, 2005

Dissertation Title: “Training, Warning, and Media Richness Effects on Computer-Mediated Deception and Its Detection”

Reham A. Eltantawy — Ph.D. in Marketing, 2005

Dissertation Title: “The Impact of Strategic Skills on Supply Management Performance: A Resource-Based View”

Yongmei Liu — Ph.D. in Management, 2006

Dissertation Title: “The Antecedents and Consequences of Emotion Regulation at Work”

M. Todd Royle — Ph.D. in Management, 2006

Dissertation Title: “The Nature and Effects of Informal Accountability for Others”

N. Paul Harvey — Ph.D. in Management, 2006

Dissertation Title: “The Justification of Unethical Behavior: An Attributional Perspective”

Gabriel A. Giordano — Ph.D. in Management Information Systems, 2007

Dissertation Title: “The Effects of Group Member Experience and Task Complexity on Computer-Mediated Collaborative Groups Facing Deception”

Robyn L. Brouer — Ph.D. in Management, 2007 (Chair)

Dissertation Title: “The Role of Leader Political Skill in the Leadership Process – Work Outcomes Relationships” (Recipient of the Kenneth E. Clark Research Award, Center for Creative Leadership, 2008)

Current Position: Assistant Professor of Management, Department of Organization and Human Resources, School of Management, State University of New York at Buffalo.

Jason S. Stoner — Ph.D. in Management, 2007

Dissertation Title: “The Role of Collective Identity in the Organizational Stress Process”

Robert Zinko — Ph.D. in Management, 2007 (Chair)

Dissertation Title: “Antecedents and Consequences of Personal Reputation in Organizations”

Current Position: Assistant Professor of Management, Department of Management, College of Business, East Carolina University.

Vickie Coleman Gallagher — Ph.D. in Management, 2007

Dissertation Title: “Situational and Dispositional Antecedents and Consequences of Impression Management Tactics: The Role of Political Skill”

Matthew B. Walker — Ph.D. in Sport Management/Education, 2007

Dissertation Title: “Assessing the Influence of Corporate Social Responsibility on Consumer Attitudes in the Sport Industry”

Mary Dana Laird — Ph.D. in Management, 2008 (Chair)

Dissertation Title: “The Effects of Strategically Developed Work Relationships on Personal Reputation”

Current Position: Assistant Professor of Management, Department of Management & Marketing, Collins College of Business, The University of Tulsa.

Sean Lux — Ph.D. in Management, 2008

Dissertation Title: “Non-Market Effects on Strategic Fit and Performance: An Economic Institutional Change Perspective”

James A. Meurs — Ph.D. in Management, 2008

Dissertation Title: “The Dispositional and Learned Behavior Prediction of Political Skill Dimensions and How Political Skill Affects the Stress Process”

Alexa A. Perryman — Ph.D. in Management, 2008 (Co-Chair)

Dissertation Title: “Linking Celebrity to Firm Performance: A Multi-Level Investigation”

Current Position: Assistant Professor of Management, Neeley School of Business, Texas Christian University.

Alisa Brink — Ph.D. in Accounting, 2008

Dissertation Title: “The Effects of Risk Preference and Loss Aversion on Individual Behavior under Bonus, Penalty, and Combined Contract Frames”

James K. Summers — Ph.D. in Management, 2009 (Co-Chair)

Dissertation Title: “Attributions for Team Change and the Resulting Flux on Team Coordination Processes and Effectiveness”

Current Position: Assistant Professor of Management, Department of Business Management and Administration, Foster College of Business Administration, Bradley University.

Timothy P. Munyon — Ph.D. in Management, 2009 (Chair)

Dissertation Title: “An Investigation of Interpersonal Distance and Relationship Quality at Work”

Current Position: Assistant Professor of Management, Division of Business Administration, College of Business and Economics, West Virginia University.

C. Darren Brooks — Ph.D. in Instructional Design/Education, 2009

Dissertation Title: “Effects of Process-Oriented and Product-Oriented Worked Examples and Prior Knowledge on Learner Problem Solving and Attitude: A Study in the Domain of Microeconomics”

Denise M. Breaux — Ph.D. in Management, 2009

Dissertation Title: “An Experimental Investigation of Abusive Supervision as an Emotional Reaction to Injustice”

Paul M. Di Gangi — Ph.D. in Management Information Systems, 2010

Dissertation Title: “The Co-Creation of Value: Exploring Engagement Behaviors in User-Generated Content Websites”

Kevin J. Basik — Ph.D. in Management, 2010 (Chair)

Dissertation Title: “Expanding the Boundaries of Behavioral Integrity in Organizations”

Current Position: Chief of the Scholarship (Research and Assessment) Division, Center for Character & Leadership Development, United States Air Force Academy.

Sam H. Goh — Ph.D. in Management Information Systems, 2010

Dissertation Title: “Managing the Unmanageable: Leader-Member Relationships in Virtual World Teams”

Marko Horn — Ph.D. in Management, 2010

Dissertation Title: “Firm Communication, Environmental Spill Severity, and Firm Financial Performance: Was Interessiert Mich Mein Geschwatz Von Gestern? (What Do We Care About Yesterday’s Chatter?)”

Arthur D. Martinez — Ph.D. in Management, 2010 (Chair)

Dissertation Title: “The Significance of Power Imbalances in Supervisor-Subordinate Work Relationships”

Current Position: Assistant Professor of Management and Quantitative Methods, College of Business, Illinois State University.

Laci M. Rogers — Ph.D. candidate in Management

Dissertation: “Antecedents and Consequences of Mentoring Relational Quality and Mentoring Effectiveness in Academia”

Stephen E. Lanivich — Ph.D. candidate in Management (Chair)

Dissertation Title: “Effects of a Resource-Induced Coping Heuristic on Entrepreneurial Success”

Stacey Robinson — Ph.D. candidate in Marketing

Dissertation Title: “Non-interactive Social Influence: Behavioral Endorsement Inferences”

Marshall J. Magnusen — Ph.D. candidate in Sport Management/Education

Dissertation Title: “Recruiting Predictors and Recruiter Political Skill Influences on Recruiting Effectiveness in College Sports: The Case of NCAA Division I Soccer”

David Sikora — Ph.D. candidate in Management (Chair)

Dissertation Title: “Antecedents and Consequences of Effective Human Resources Practices Implementation”

Jeremy R. Brees — Ph.D. candidate in Management

Dissertation Title: “Abuse is in the Eye of the Beholder: The Relationship between Individual Differences and Perceptions of Abusive Supervision”

Katina W. Thompson — Ph.D. candidate in Management (Co-Chair)

Dissertation Title: Conceptualization and Measurement Issues in the Investigation of Underemployment in Organizations”

Priscila Alfaro-Barrante — Ph.D. candidate in Sport Management/Education

Dissertation Title: “Organizational Commitment and Corporate Social Responsibility in Sport Organizations”

Neysa Hill — Ph.D. candidate in Public Administration

Dissertation Title: “Reducing the Margin: Investigating the Implications of Budget Pressures on Psychological Contract Violations”

Carl J. Gabrini — Ph.D. candidate in Public Administration

Dissertation Title: “Organizational Commitment: A Study of Temporary Public Service Employees in Florida”

Aisha Azhar — Ph.D. candidate in Public Administration

Dissertation Title: “Public Service Motivation”

Kai-Jo Fu — Ph.D. candidate in Public Administration

Dissertation Title: “Exploring the Effects of Organizational Representation and Diversity Management on Procedural and Interactional Justice Climate: Testing the Empirical Link in the Federal Government”

Tae Kyu Wang — Ph.D. candidate in Public Administration

Dissertation Title: “Whistleblowing in Public Sector Organizations”

University of Technology, Sydney, AUSTRALIA

Special request from the University Graduate School and the Faculty of Business at the University of Technology, Sydney to serve as External Examiner to the university and committee member for the doctoral dissertation committee of Adam C. Morgan.

Adam C. Morgan — Doctor of Philosophy in the Faculty of Business, 2009

Dissertation Title: "Social Skills and Functional Role Behavior in Work Teams and Student-Project Groups"

University of Melbourne, AUSTRALIA

Special request from the Department of Psychology at the University of Melbourne to serve as External Examiner to the university and committee member for the doctoral dissertation committee of Assaf Semadar.

Assaf Semadar — Doctor of Psychology (Organizational/Industrial), 2004
Dissertation Title: "Interpersonal Competencies and Managerial Performance: The Role of Emotional Intelligence, Leadership Self-Efficacy, Self-Monitoring, and Political Skill"

University of Iowa

Served as a member of the doctoral dissertation committee for Chad A. Higgins, a Ph.D. student in the Department of Management and Organizations at the University of Iowa, upon request of the student and the committee chairperson (Dr. Tim Judge).

Chad A. Higgins — Ph.D. in Management and Organizations, 2000
Dissertation Title: "The Effect of Applicant Influence Tactics on Recruiter Perceptions of Fit"

University of Illinois at Chicago

Served as a member of the doctoral dissertation committee for Lisa Bradway, a Ph.D. student in the Department of Management at the University of Illinois at Chicago, upon request by the committee chairperson (Dr. Sandy J. Wayne).

Lisa Bradway — Ph.D. in Management, 2001
Dissertation Title: "Effects of Subordinate Upward Influence Tactics on Coworkers: An Equity Perspective"

Keio University, Tokyo, JAPAN

Served as doctoral dissertation advisor/committee member for Hirohisa Nagai who spent the 1991-92 academic year at the University of Illinois writing his dissertation and completing his Ph.D. in the Graduate School of Business and Commerce, Keio University.

Hirohisa Nagai — Ph.D. in Business, 1992
Dissertation Title: "American Employees/Workers' Use of Influence Tactics at Japanese Companies in the U.S.: Subordinates' Choice of Influence Tactics Based on Path-Goal Theory"

Queens University, Kingston, Ontario, CANADA

Special request from Queens University to serve as External Examiner to the university and committee member for the doctoral dissertation committee of Lorraine Dyke.

Lorraine Dyke — Ph.D. in Management, 1990

Dissertation Title: "Self Promotion in Organizations"

University of Illinois at Urbana-Champaign

Masters Thesis Committees

Carol A. Burton — A.M. in Labor and Industrial Relations, 1993 (Chair)
Thesis Title: "Perceptions of Work and Union Politics and Their Effects on Satisfaction, Involvement, and Anxiety"

Howard Berkson — A.M. in Labor and Industrial Relations, 1996
Thesis Title: "A Second Look at Indochinese Refugees: Labor Force Participation and Income with Special Attention to Verbal Language Proficiency"

Masters Tutorial Committees

Served on over 200 Masters tutorial committees in the Institute of Labor and Industrial Relations (over 100 as Chair of the committee).

Doctoral Dissertation Committees

Timothy A. Judge — Ph.D. in Labor and Industrial Relations, 1990
Dissertation Title: "Job Satisfaction as a Reflection of Disposition: Investigating the Relationship and its Effect on Employee Withdrawal"
Current Position: Franklin D. Schurz Professor of Management, Department of Management, Mendoza College of Business, University of Notre Dame.

Laura Valerius — Ph.D. in Leisure Studies, 1990 (Research Director)
Dissertation Title: "Antecedents of Impression Management among Upper-Level Managers in Public Leisure Service Agencies and Their Effects on Performance Appraisal"

Thomas R. King — Ph.D. in Business Administration, 1992
Dissertation Title: "Institutional Hearings as Symbolic Process: The Re-Legitimation of Organizational Practices"

Thomas P. Anderson — Ph.D. in Educational Psychology, 1992
Dissertation Title: "Creating a Measure of Dysfunctional Office and Organizational Politics: The DOOP Scale"

Tsu Hong Yen — Ph.D. in Leisure Studies, 1992
Dissertation Title: "A Comparative Study of the Relationship Between Compensation Satisfaction, Its Antecedents, and Motivation in Public and Private Leisure Service Organizations"

Gillian M. Allen — Ph.D. in Labor and Industrial Relations, 1992 (Chair)
Dissertation Title: "Person-In-Job Determinants and Work Outcomes of Fit"

Jack L. Howard — Ph.D. in Labor and Industrial Relations, 1992 (Chair)
Dissertation Title: "The Social and Situational Context of Employment Interview Decisions"
Current Position: Professor of Management, Department of Management, College of Business, University of Alabama at Birmingham.

- Barbara J. Napier — Ph.D. in Labor and Industrial Relations, 1993 (Chair)
Dissertation Title: "Dyadic Distance in the Supervisor-Subordinate Relationship"
Current Position: President, Heller Management Consulting, Altoetting, Germany.
- Maria Carmen Galang — Ph.D. in Labor and Industrial Relations, 1994 (Chair)
Dissertation Title: "Reality and Rhetoric: Sources of Power for the Human Resource Department in Organizations"
Current Position: Associate Professor of Management, Department of Management, School of Business, University of Victoria.
- Dwight D. Frink — Ph.D. in Labor and Industrial Relations, 1994 (Chair)
Dissertation Title: "Accountability in Human Resources Systems: The Impression Management and Performance-Directed Functions of Goal Setting in the Performance Evaluation Process"
Current Position: PMB Self Chair of Free Enterprise and Professor of Management, Department of Management, School of Business Administration, University of Mississippi.
- Matthew J. Stollak — Ph.D. in Labor and Industrial Relations, 1994
Dissertation Title: "Evaluation of Employee Assistance Programs: A Study of Preferences Based on a Multiple Constituency Approach"
- Sharon Arad — Ph.D. in Psychology, 1994
Dissertation Title: "Empowered Work Groups: Conceptual Framework and Empirical Assessment of Empowerment Processes and Outcomes in Organizations"
- Philip J. Moberg — Ph.D. in Psychology, 1995
Dissertation Title: "Social Skills, Personality, and Occupational Interests: A Multivariate Structure Analysis"
- James H. Dulebohn — Ph.D. in Labor and Industrial Relations, 1995 (Chair)
Dissertation Title: "Social Influence and Organizational Justice in Employee Reactions to Performance Evaluation"
Current Position: Associate Professor of Human Resources Management, School of Labor and Industrial Relations, Michigan State University.
- Dharm P.S. Bhawuk — Ph.D. in Labor and Industrial Relations, 1995
Dissertation Title: "The Role of Culture Theory in Cross-Cultural Training: A Comparative Evaluation of Culture Specific, Culture General, and Theory-Based Assimilators"
- John D. Keiser — Ph.D. in Business Administration, 1995
Dissertation Title: "CEO Selection from an Institutional Perspective: A Proposed Research Study to Determine Changes in Chief Executive Profiles and Labor Markets"
- Kimberly T. Schneider — Ph.D. in Psychology, 1995
Dissertation Title: "Bystander Stress: The Effect of Organizational Tolerance of Sexual Harassment on Victims' Co-Workers"
- Timothy Buckley — Ph.D. in Psychology, 1996
Dissertation Title: "The Roles of Perceived Environmental Uncertainty, Outcome Desirability, and Expertise in Judgmental Forecasting Performance"
- Jing Zhou — Ph.D. in Labor and Industrial Relations, 1996

Dissertation Title: "Feedback, Autonomy, and Achievement Orientation: An Analysis of Contextual Effects on Creativity"

Kristine A. Rand — Ph.D. in Psychology, 1997

Dissertation Title: "The Measurement of Effectiveness in Dealing with Diversity: Construction and Use of a New Scale for Work Groups"

Johngseok Bae — Ph.D. in Labor and Industrial Relations, 1997

Dissertation Title: "The Determinants and Effects of Human Resource Management Strategy: The Experiences of MNC Subsidiaries and Local Firms in Korea"

Leann Mischel — Ph.D. in Business Administration, 1997

Dissertation Title: "Collective Efficacy as a Predictor of Group Performance: The Roles of Group Task and Member KSAs"

Anne C. Bourhis — Ph.D. in Business Administration, 1997

Dissertation Title: "Effects of Contingent Employment History on Labor Market Outcomes"

Clayton Buerkle — Ph.D. in Human Resources Management, 1998

Dissertation Title: "A Cognitive Flexibility Culture Assimilator: Complexity and Metacognition in Cross-Cultural Attribution Training"

Theresa M. Glomb — Ph.D. in Psychology, 1998

Dissertation Title: "Anger and Aggression in Organizations: Antecedents, Behavioral Components, and Consequences"

Tahira M. Probst — Ph.D. in Psychology, 1998

Dissertation Title: "Antecedents and Consequences of Job Security: An Integrated Model"

David Oakes — Ph.D. in Education, 1998 (Dissertation Research Supervisor)

Dissertation Title: "Cognitive Ability and Personality Predictors of Training Program Skill Acquisition"

Mary E. Taber — Ph.D. in Labor and Industrial Relations, 1999

Dissertation Title: "The Effects of Recruiting Source and Employee Demographic Similarity on Organizational Outcomes: Is Recruiting Source Merely a Proxy for Employee Demographic Similarity?"

Gloria Harrell-Cook — Ph.D. in Human Resources Management, 1999 (Chair)

Dissertation Title: "Human Resource Systems, Flexibility, and Firm Performance in Turbulent Environments"

Current Position: Associate Professor of Management, Department of Management, College of Business, Frostburg State University.

Kathleen K. Ahearn — Ph.D. in Social Work, 1999

Dissertation Title: "The Effect of Supervisory Behavior on Permanency Rates for Foster Children in a Child Welfare Context"

Michelle Donovan — Ph.D. in Psychology, 1999

Dissertation Title: "The Cognitive and Affective Components of Job Satisfaction as Predictors of Organizational Behaviors"

Kenneth R. Bartlett — Ph.D. in Human Resources Development, 1999

Dissertation Title: "The Relationship between Training and Organizational Commitment in the Health Care Field"

Laurel V. Newman — Ph.D. in Business Administration, 1999

Dissertation Title: "The Expatriate Adjustment Process: Implications of the Cross-Cultural Context on Learning the Environment Following a Work Role Transition"

David M. Kaplan — Ph.D. in Human Resources Management, 2000

Dissertation Title: "To Train or Not To Train: The Role of Organizational Justice in Promoting Motivation to Train"

Michelle M. Arthur — Ph.D. in Human Resources Management, 2000

Dissertation Title: "The Effects of Work-Family Human Resource Decisions on Shareholder Return"

Sandra L. Williams — Ph.D. in Human Resources Development, 2001

Dissertation Title: "The Relationship between Shared Work Values and Interpersonal Trust Among Individuals in Selected Work Settings"

Texas A&M University

Masters Thesis Committees

Cynthia K. Arms — M.S. in Psychology, 1985

Thesis Title: "Equity Theory and the Social Information Processing Approach: An Integration"

John G. Smith — M.S. in Psychology, 1985

Thesis Title: "Physiological and Psychological Stress: A Laboratory Investigation of Their Differential Effects"

Beverly H. Wu — M.S. in Psychology, 1987

Thesis Title: "The Influence of Subordinate Age, Work Experience, and Performance Level on Supervisor Expectations and Actions"

John A. Butemeyer — M.S. in Psychology, 1987

Thesis Title: "The Effects of Applicant Age, Job Stereotypes, and Written Job Specifications on Selection Interview Decisions"

Katherine A. Hannula — M.A. in Psychology, 1989

Thesis Title: "Prejudice, Discrimination, and Helping Behavior"

Doctoral Dissertation Committees

Patricia M. Fandt — Ph.D. in Management, 1986

Dissertation Title: "An Organizational Investigation of the Effects of Accountability and Ambiguity on Information Management in the Decision-Making Process"

Charlotte D. Sutton — Ph.D. in Management, 1986

Dissertation Title: "Pygmalion Goes to Work: The Effects of Supervisor Expectations in a Retail Setting"

Sandra J. Wayne — Ph.D. in Management, 1987 (Chair)

Dissertation Title: "An Investigation of the Determinants of Exchange Quality in Supervisor-Subordinate Relationships" (Recipient of the S. Rains Wallace Dissertation Award, Society for Industrial and Organizational Psychology of the American Psychological Association, 1988)

Current Position: Professor of Management, and Director, Center for Human Resource Management, Department of Management, College of Business Administration, University of Illinois at Chicago

Rebecca A. Baysinger — Ph.D. in Management, 1987

Dissertation Title: "An Empirical Study of the Determinants of Salary and the Male/Female Wage Differential"

Candy S. Smith — Ph.D. in Educational Psychology, 1988

Dissertation Title: "Strategic Human Resource Management in Texas Colleges and Universities"

Kathryn A. Sullivan — Ph.D. in Educational Psychology, 1988

Dissertation Title: "A Cognitive/Behavioral Intervention for Impulsive, Non-self-controlled, Attention-deficient Children"

David E. Dromnes — Ph.D. in Educational Psychology, 1989

Dissertation Title: "A Survey of Managerial Motivation of Secondary Public School Administrators"

J. Gregory Chachere — Ph.D. in Management, 1989

Dissertation Title: "An Investigation of Age Influences in the Performance Appraisal Process"

K. Michele Kacmar — Ph.D. in Management, 1990 (Chair)

Dissertation Title: "Relational Communication and Mutual Influence in the Employment Interview"

Current Position: Durr-Fillauer Chair of Business Ethics and Professor of Management, Department of Management, Culverhouse College of Commerce, University of Alabama.

Frankie Y. Wong — Ph.D. in Psychology, 1990

Dissertation Title: "An Investigation of Three Theories in the Study of In-Group Favoritism: The Social Identity Theory, Complexity-Extremity Theory, and Attitude Polarization Model"

SERVICE: PROFESSIONAL

Professional Affiliations

Academy of Management
 American Psychological Association (Fellow)
 Association for Psychological Science (formerly American Psychological Society) (Fellow)
 Society for Industrial and Organizational Psychology (Division 14, American Psychological Association) (Fellow)
 Southern Management Association (Fellow)

Professional Activities

Research Reviewing

Editor, *Research in Personnel and Human Resources Management*, 1981-2003.

Guest Editor, *The Leadership Quarterly* special issue on "Political Perspectives on Leadership," 2004.

Guest Editor, *Academy of Management Journal*, 1996.

Member of the Editorial Review Board for the following journals:

Academy of Management Journal (1991-1996), *Academy of Management Review* (1988-1990), *Business Horizons* (2011-present), *Group and Organization Studies* (1986-1989), *Human Resource Management* (1991-present), *Human Resource Management Review* (1989-present), *Human Resource Planning* (1989-2002), *Journal of Applied Social Psychology* (1996-present), *Journal of Character & Leadership Integration* (2010-present), *Journal of Employee Assistance Research* (1991-2001), *Journal of High Technology Management Research* (1988-1995), *Journal of Leadership & Organizational Studies* (2002-present), *Journal of Management* (1999-2002), *Organizational Psychology Review* (2009-present), *Sage Series in Business Ethics* (1992-1997).

Have been an occasional reviewer for the following journals:

Academy of Management Journal, *Academy of Management Review*, *Administrative Science Quarterly*, *Basic and Applied Social Psychology*, *British Journal of Management*, *Communication Research*, *Human Relations*, *Journal of Applied Behavioral Science*, *Journal of Applied Psychology*, *Journal of Business Research*, *Journal of International Management*, *Journal of Management*, *Journal of Management Inquiry*, *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Management Communication Quarterly*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Psychology and Aging*, *Quarterly Review of Economics and Business*.

Conference Program Reviewing and Activities

Member of the program committee for the Annual Meeting of the Academy of Management:

Organizational Behavior Division - 1983, 1990

Human Resources Management Division - 1982, 1983, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996

Research Methods Division - 1987, 1990, 1992

Member of the program committee for the Society of Industrial and Organizational Psychology - 1985, 1988, 1998, 1999, 2000.

Member of the program committee for *The Second World Conference on Management* entitled "Linking Management Scholars Worldwide" - 1994.

Member of the program committee for Personnel/Human Resources Division, Southwest Academy of Management - 1983.

Member of the program committee for the Organization Behavior/Organization Theory/Communications track of the Southern Management Association - 1985.

Invited faculty presenter, Junior Faculty Consortium, Annual Meeting of the Southern Management Association, Orlando, 2000, New Orleans, 2001, and Clearwater, 2003.

Invited faculty presenter, Human Resources Division Doctoral and Junior Faculty Consortium, Academy of Management:

64th Annual National Meeting, New Orleans, 2004

63rd Annual National Meeting, Seattle, 2003

61st Annual National Meeting, Washington, D.C., 2001

59th Annual National Meeting, Chicago, 1999

58th Annual National Meeting, San Diego, 1998

55th Annual National Meeting, Vancouver, British Columbia, 1995

53rd Annual National Meeting, Atlanta, 1993

51st Annual National Meeting, Miami Beach, 1991

Invited faculty presenter for the Society for Industrial and Organizational Psychology, Inc. Doctoral Consortium, 6th Annual Conference, St. Louis, 1991.

Book Manuscript Reviewing

Consulting Editor in Management, JAI Press Inc., 1999-2000.

Consulting Editor in Management, Information Age Publishing, 1999-present.

Consulting Editor in Human Resources Management, South-Western Publishing Company, 1986-1994.

Consulting Editor in Personnel Management, Allyn and Bacon, Inc., 1981-1986.

Reviewed book manuscripts for the following publishers:

Addison Wesley, Allyn and Bacon, Inc., Business Publications, Inc., Dryden Press, Harper & Row, Macmillan, Oxford University Press, Prentice-Hall, Reston Publishing Co., Sage Publications, South-Western Publishing Co.

Grant Proposal Reviews and Faculty Reviews

Member of grant proposal review panel, Israel Science Foundation, 1997.

Member of grant proposal review panel, Hong Kong Research Grants Council, 1996-present.

I review approximately 5-10 faculty at other institutions each year for promotion, tenure, awards, and/or endowed chairs and professorships.

Professional Association Committees and Conference Organizing

Professional Association Committees and Boards of Directors

Member of the Advisory Board for the annual research series, *Managerial Issues in Theory & Practice* edited by Michael G. Bowen and Michael L. Barnett (Information Age Publishing), 2006-present.

Member of the Advisory Board for the Center on Conflict Resolution and Negotiation, University of Pittsburgh, 2001-2008.

Member of the Southern Management Association Best Paper Award Committee, 2006.

Member of the Newman Award Committee (for best paper based on a dissertation), Academy of Management, 2000.

Member of the Academy of Management Distinguished Teaching Award Committee, 1996.

Member of the Academy of Management Committee, Professional Mentoring for People of Color (Ethnic Minorities), 1994-1997.

Member of the Research Advisory Board, Personnel Decisions International Global Research Consortia, 1996-present.

Member of the Industrial Relations International Council, College of Urban, Labor, and Metropolitan Affairs, Wayne State University, 1993-1996.

Chair, *Academy of Management Journal* Outstanding Article Award Committee, 1993.

Chair, Academy of Management George Terry Book Award and Irwin Scholarly Contributions Award Committee, 1992.

Member of the Academy of Management George Terry Book Award and Irwin Scholarly Contributions Award Committee, 1991.

Member of the Awards Committee for the Society for Industrial and Organizational Psychology, Inc., 1987-1990, and 1995-1998.

Member of the Fellowship Committee for the Society for Industrial and Organizational Psychology, Inc., 1997-1999.

Member of the Executive Committee, Human Resources Division of the Academy of Management, 1987-1989, and 1997-2000.

Chair, Awards Committee, Human Resources Division of the Academy of Management, 1997-1998; Member of Awards Committee 1999-2000.

Chair, Heneman Career Achievement Award Committee, Human Resources Division of the Academy of Management, 2000, 2002.

Member, Heneman Career Achievement Award Committee, Human Resources Division of the Academy of Management, 2005, 2006, 2010, 2011.

Chair, Thomas A. Mahoney Mentoring Award Committee, Human Resources Division of the Academy of Management, 2011.

Member, Thomas A. Mahoney Mentoring Award Committee, Human Resources Division of the Academy of Management, 2009.

Chair, Scholarly Achievement Award Committee, Human Resources Division of the Academy of Management, 1989, 1999.

Chair-elect, Scholarly Achievement Award Committee, Human Resources Division of the Academy of Management, 1988.

Member of committee to develop the Scholarly Achievement Award, Human Resources Division of the Academy of Management, 1987.

Member of the Academic Advisory Council for the Consortium of Universities for International Business Studies, 1991-present.

Conference Organizing

Co-organizer (with William L. Gardner and James G. Hunt) of the conference “Frontiers in Leadership: The *Leadership Quarterly* Symposium, University of Mississippi, Oxford, MS, March 23-25, 2000.

Assisted in the development and organization of the International Personnel and Human Resource Management Conference which has been conducted at the following places:

Singapore (December, 1987), Hong Kong (December, 1989), Ashridge Management College, Berkhamsted, Hertfordshire, England (July, 1992), Queensland, Australia, July, 1994.

SERVICE: UNIVERSITY

Florida State University

University Committees/Service

Member, Grievance Committee, 2011.

Member, Quality Enhancement Review Sub-Committee of the Graduate Policy Committee for review of the Sports Management Program, The College of Education, 2010.

Developed and taught seminar on “Ph.D. Student Development: The Nature of the Faculty Mentor – Ph.D. Student Work Relationship,” Florida State University Office of the Graduate College, March, 2008, 2009.

Member, Quality Enhancement Review Sub-Committee of the Graduate Policy Committee for review of the Management Program, The College of Business, 2008.

Chair, Quality Enhancement Review Sub-Committee of the Graduate Policy Committee for review of the Accounting Program, The College of Business, 2007.

Panelist for workshop on “Selecting and Working Successfully with Your Major Professor and Committee” (with Dean Nancy Marcus and Professor Mark Winegardner), Florida State University Ph.D. student orientation, August, 2006.

Reviewer for the COFRS research proposals, 2003.

Member of subcommittee of the Graduate Policy Committee (Brigham-chair, Sapolsky, Ferris, & Orcutt) to review and evaluate the Instructional Systems Department of the College of Education, 2002.

College of Business representative to Research Associate Deans Advisory Group (Advisory group to Associate Vice-President for Research), 2002-2005.

College of Business Committees/Service

Member of the College of Business Building Committee, 2010-2011.

Member, Ethics Roundtable Committee, 2010-2011.

Chair, Strategic Planning Committee, 2006-2008.

Chair, College of Business Distinguished Ph.D. Alumni Award Committee, 2006-2008.

Member, College of Business Distinguished Ph.D. Alumni Award Committee, 2009-2010.

Co-Chair, Dean's Blue Ribbon Commission (advisory committee to Dean for development of future vision and strategy for College of Business), 2002-2004.

Member, Doctoral Policy Committee, 2000.

Member, Promotion and Tenure Committee, 2000-2001.

Department of Management Committees/Service

Member of Department Research Grant Evaluation Committee, 2008, 2009, 2010.

Member, Departmental Strategic Planning Committee, 2006-2007.

Member, Faculty Peer Evaluation Committee, 2007-2010.

Member, Faculty Search Committee, 2005.

Chair, Faculty Search Committee, 2003-2004, and 2000-2001.

Doctoral program coordinator, 2000.

Coordinator, Speaker/Colloquium Series, 2000-present.

University of Mississippi

School of Business Administration Committees/Service

Acting Associate Dean for Faculty and Research, 1999-2000.

Member, Executive Committee, 1999-2000.

Member, Search Committee for Dean of School of Business Administration, 1999-2000.

Management Area Committees/Service

Senior Faculty Search Committee, 1999-2000.

University of Illinois at Urbana-Champaign

University Committees/Service

Served on the Academic Professional Committee (advisory committee to the Vice Chancellor of Academic Affairs), 1995.

Served on the Search Committee for the Director of the Institute of Labor and Industrial Relations, 1994.

Chaired the Staff Personnel Advisory Committee (advisory committee to the Vice Chancellor of Administrative Affairs), 1991-1993.

Served as discussion group leader for the campus-wide 1991 Chancellor's Allerton Conference, "New Directions of Knowledge," November 8-9, 1991.

Served on the Oversight Committee for implementation of the new personnel structure for academic professionals (advisory committee to the Vice President of Academic Affairs), 1991-1992.

Served as reviewer for University Research Board proposals, 1991-1999.

Served on the Academic Professional Personnel Advisory Committee (advisory committee to the Vice President for Academic Affairs), 1990-1991.

Institute of Labor and Industrial Relations Committees/Service (and other departments)

Member, Committee for the 5-year Evaluation of the Director of the Institute of Labor and Industrial Relations, 1998-99.

Arranged for a \$20,000 contribution by the Tribune Company to establish an ILIR Student Fellowship, 1998.

Advisor, Human Resource Management Association, MBA Program, 1997-1998.

Member of the Faculty Promotion Committee, Department of Psychology, 1996-1997.

Chair, On-Campus Committee, 1998-1999; member of the committee, 1996.

Chair, Faculty Promotion and Tenure Committee, 1994-1995; member of faculty promotion and tenure committee, 1997-1998.

Chair, HRM/IR Faculty Search Committee, 1994-1995.

Faculty Liaison to the ILIR Alumni Board, 1994-1999.

Member of the International Program Planning Group, 1993-1999.

Co-Chair, LIR 458 Faculty/Student Research Seminar Committee, 1993-1994.

Served on the Ph.D. Advisory Committee, 1993-1994, 1996-1998; Chair of that Committee, 1996-1998.

Served on the Speakers/Scholars Series Committee, 1993-1994.

Participated in ILIR conferences in Japan, Hong Kong, and Taiwan, October, 1993.

Chair, Management Education Program Advisory Committee, 1993-1994.

Taught course on Organizational Behavior in the Clark Atlanta project of the Industrial Relations Council on Graduate Opportunities for Advanced Level Studies (GOALS), January, 1993.

Chaired the three-year Faculty Review Committee, 1992.

Served on the Garman Prize-Human Resources Management Best Paper Award Committee, 1992, 1993, 1994.

Served on the committee to plan and develop the new Center for Human Resource Management, 1990-1991.

Member of the Executive Board of the Center for Human Resource Management, 1991-1998.

Chaired committee to develop Industrial Relations/Human Resources Theory doctoral examination, 1991, 1992, 1995, 1997. Served as committee member, 1993, 1994, 1996.

Elected to the Executive Committee, 1990-1993, 1994-1996, and 1997-1999.

Chaired the Ad Hoc Planning Committee, 1990-1991.

Chaired the committee to plan the faculty retreat, 1990, 1992.

Served on the Human Resource Curriculum Ad Hoc Committee, 1989-1999.

Served on Admissions and Financial Aid Committee, 1989-1992, 1996-1997; Chair of that Committee, 1996-1998.

Served on Faculty Search Committee, 1989-1990, and 1990-1991. Chaired the Faculty Search Committee, 1994-1995.

Texas A&M University

University Committees/Service

Served as ex officio member of the Department of Construction Science Planning Task Force, College of Architecture, 1988-1989.

Served on Texas A&M University Institutional Review Board - Human Subjects in Research Committee, 1986-1989.

Assisted the Legal Counsel Department in developing a performance appraisal and goal-setting program for their staff, 1982-1983.

College of Business Administration Committees/Service

Served on the College Research Committee, 1988-1989.

Served on the Undergraduate Curriculum Committee, 1984-1985.

Served on the Minority Student Recruitment Committee, 1982-1984.

Advisor to the student chapter of the American Society for Personnel Administration (ASPA), 1986-1989.

Department of Management Committees/Service

Served on the Executive Committee and as Area Leader of the OB, OT, P/HRM Group, 1987-1989.

Served on the Doctoral Policy Committee, 1985-1988.

Served on the Undergraduate Curriculum Committee, 1982-1984, and chaired that committee 1984-1985.

Served on Master of Science Programs Task Force, 1983-1989.

Served on the Committee on Human Experimentation, 1983-1989.

Developed a performance evaluation program for graduate assistants, 1983.

SERVICE: COMMUNITY AND PUBLIC

Invited Addresses

"Political Skill at Work." Invited presentation/workshop for the Legal Administrators of Tallahassee, September, 2001.

"Political Skill and HRM Effectiveness." Invited presentation to the Tallahassee chapter of the Society for Human Resource Management, February, 2001.

"Human Resources Management of the Future: Critical Issues for ALL Managers." Invited presentation to Houston Area Human Resource Management Executive Roundtable, Houston Baptist University, November, 1999.

"Human Resource Management Career Opportunities." Invited address in the Human Resource Guest Lecture Series, Human Resource Management Association of the University of Illinois MBA Program, November, 1997.

"Challenges of Human Resources Management in Organizations of Tomorrow." Invited address at the Illinois College and University Personnel Association Annual Spring Conference, Urbana, Illinois, April, 1996.

"Human Resources Management in Organizations Tomorrow: Key Issues and Challenges." Keynote address at the 1995 Deloitte & Touche Human Resource Consulting Conference, Chicago, November, 1995.

"The Evolution of Human Resources Management: Roles, Trends, and Challenges." Invited presentation at the Center for Human Resource Management Studies, Fairleigh Dickinson University, Madison, New Jersey, November, 1995.

- "Performance Evaluation for Nonacademic Employees in the University Setting."* Invited address to the Professional Advisory Committee, University of Illinois at Urbana-Champaign, Champaign, Illinois, August, 1994.
- "Staffing for Fit: Rationality vs. Politics."* Invited address to the Southern Illinois Healthcare Human Resource Association, Mount Vernon, Illinois, March, 1994.
- "Faculty Development and Evaluation."* Invited address at the university conference "Lead, Follow, or Get Out of the Way: Bradley as an Exemplary Organization," Bradley University, Peoria, Illinois, August, 1993.
- "The Politics of the Employment Interview."* Invited address to a joint meeting of the Southern Illinois Personnel Management Association and the Southern Illinois Employee Relations Association, Marion, Illinois, May, 1993.
- "Business - University Research Partnerships."* Invited address to the Level 50 Group (Vice Presidents of Human Resources in select Chicago-based companies), Chicago, Illinois, April, 1993.
- "The Center for Human Resource Management at the University of Illinois."* Invited address to the Bloomington-Normal Chapter of the Society for Human Resource Management, Bloomington, Illinois, September, 1992.
- "Interpersonal Influence and Communication."* Invited address to the National Society of Fundraising Executives, Champaign, Illinois, July, 1991.
- "Strategy and Evaluation in Human Resources Management."* Invited address to the Champaign-Urbana Personnel Association (local chapter of the Society for Human Resource Management), Champaign, Illinois, April, 1991.
- "Politics in Organizations."* Invited address at Argonne National Laboratories, Argonne, Illinois, July, 1990.
- "Tom Peters on Preparing Your Business for the 21st Century: Strategies for Survival."* Invited panelist reacting to presentation by Tom Peters live via satellite. Program sponsored by the Institute for Competitive Manufacturing, the Office of Continuing Engineering Education, and the Executive MBA Program, University of Illinois at Urbana-Champaign, April, 1990.
- "Politics in Organizations."* Invited keynote speech at Alumni Banquet, Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign, Champaign, Illinois, October, 1989.
- "Job Interview Techniques."* Invited address to the Hillel Foundation, College Station, Texas, March, 1987.
- "Human Resources Management Strategy."* Invited address to the Brazos Valley Personnel Association (local chapter of the American Society for Personnel Administration), College Station, Texas, August, 1984.

Local, National, and International Media Coverage

Television

Interviewed about new book, *Political Skill at Work*, which appeared on WCTV News at 11:00 p.m., September 27, 2005.

Guest on national network television morning show, *CBS This Morning* (co-hosts: Kathleen Sullivan and Charles Osgood). Interviewed about my research on influence tactics in organizations, July, 1989.

Guest on local public television show, *KAMU-TV, 15 Magazine*. Interviewed about my research on managing the supervisor-subordinate working relationship, May, 1986 and May, 1987.

Radio

Interviewed on a public radio news show (*WILL*, Champaign, Illinois) about my research on politics and fit in organizations, September 14, 1991.

Over 25 telephone interviews on radio talk shows regarding my research on influence tactics in organizations over a two-month period between July-August, 1989. Included were National Public Radio and radio stations in cities such as Chicago, Los Angeles, New York, Boston, San Francisco, Denver, Houston, Atlanta, and San Antonio. Interviews were also aired on radio stations in London (BBC), Tokyo, Australia, and New Zealand.

Telephone interviews on radio talk shows regarding my research on managing the supervisor-subordinate working relationship (radio stations in Dallas, Houston, and San Antonio), May, 1986.

Newspaper/Magazine

"Make Political Skill Part of Your Portfolio," by Marcia Heroux Pounds, *Business Strategies*, *South Florida Sun-Sentinel*, September 29, 2005. Article written about my research on organizational politics, and new book on political skill.

Article written about my work on political skill in "Office Politics" by Lee Green, February, 2000 issue of *American Way* (American Airlines in-flight magazine).

Quoted in article on impression management, "Making a Good First Impression" by Marlys Harris, *Self*, October, 1995, pp. 152-153, 195.

Story written by Copley News Service and published in several newspapers on our work in developing the Center for Human Resource Management at the University of Illinois, 1993.

Quoted in article on age bias in organizations, "How Old is Too Old?" by Marilyn Webb, *New York Magazine*, March 29, 1993.

Articles published in several newspapers regarding my research on politics and fit in organizations. Story was released on the news wire service and published on the front page of the *Dallas Times-Herald* (September 7, 1991), in the *Los Angeles Times*, and in several other newspapers.

Article published on front page of *USA Today*, regarding my research on influence tactics in organizations, July 5, 1989. Story was released on the news wire service and published in most of the major U.S. city newspapers in subsequent days, including *Chicago Tribune*, *Chicago Sun-times*, *Boston Globe*, *Los Angeles Times*, etc. Story was also published in newspapers in London, Tokyo, Australia, and New Zealand.

Articles published in newspapers in Texas (Austin, Dallas, Houston, San Antonio) regarding my research on drug testing in organizations, 1987-1988.

Quoted in article on work/nonwork issues, "Doing What Comes Naturally" by Don Oldenburg, *The Washington Post*, August 25, 1987.

Articles published in newspapers in Texas (Austin, Dallas, Houston, San Antonio) regarding my research on managing the supervisor-subordinate working relationship, May, 1986.

CONSULTING AND MANAGEMENT DEVELOPMENT

Designed and presented a management development program for the Illinois Park and Recreation Association entitled "Management of Relationships at Work," November 16, 1998.

Consultant to the Tribune Company (1998). Provided workshop training to management in the implementation of their new performance management system.

Designed and presented a Management Retreat for the Teachers' Retirement System of the State of Illinois entitled "Management Skills in the Changing Work Context," March 20, 1997.

Expert witness in a university promotion and tenure case (1990-1993).

Consultant to Eli Lilly and Company, Indianapolis, Indiana (1992). Consulted with top human resources management staff on strategic human resources planning.

Chairman, Board of Advisors, Sanford Rose Associates, Champaign, Illinois (1991-1992). Advise on the design and presentation of personnel recruitment and selection training programs for managers.

Designed and taught in the two-day seminar "Personnel/Human Resources Management in the Illinois Courts," Champaign, Illinois (June, 1991). The seminar provided an overview of personnel/human resources management for circuit court judges and court administrators.

Consultant to National Center for Supercomputing Applications, University of Illinois at Urbana-Champaign (1991). Designed and conducted a workshop for management on performance evaluation.

Consultant to ARCO Oil and Gas Company, Dallas, Texas (1990). Conducted evaluation of the organization's new performance appraisal system.

Consultant to the Office of the Texas State Chemist, College Station, Texas (1985-1986). Designed and conducted MBO training program for professional staff, and conducted full-day workshop on individual and organizational effectiveness.

Consultant to PPG Industries, Lake Charles, Louisiana (1985-1987). Revised performance evaluation systems being used.

Consultant to ARCO Exploration Company, Dallas, Texas (1985). Consulted with the Employee Relations staff on the development of a job clarity and performance evaluation system.

Consultant to the Organizational Research Division, Institute for Personality and Ability Testing, Inc., Champaign, Illinois (August, 1978-May, 1982). Consulted with staff members and offered workshops on a number of human resources management topics.

Consultant to Borg-Warner Corporation, Chicago, Illinois (March, 1979-May 1982). Developed and implemented a performance evaluation system for hourly employees in two divisions of Borg-Warner.

Consultant to Flying Tomato, Inc. (December, 1989-1991). Consulted with top management team on human resources policy formulation and implementation.

Faculty member for one-week management development program in Athens, Greece (July, 1987). Management development program on career planning, human resources planning, and performance evaluation provided to group of Middle Eastern executives through the Professional Management Services Center, Cairo, Egypt.

Faculty member for the two-week Marathon Advanced Management Program (June, 1983-1987). Management development seminar on organization productivity and individual performance and on performance evaluation provided for Marathon Oil Company through the Executive Development Center, Indiana University.

Assisted in the development and teaching of a two-week management training program ("Shop Management") for three levels of management at ITEL Rail Corporation (October, 1989-May, 1990).

Member of the Society for Human Resource Management/University of Illinois Executive Development Planning and Advisory Committee for the executive development program entitled "The New Generation Human Resource Executive: Leadership at the Policy-Making Level" (1989-1993). Also served as a faculty member in this program.

Provided management development programs through the Management Education Center, Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign on topics including performance evaluation, interpersonal perception and communication, and supervisor-subordinate working relationships (1989-1993).

Provided management development programs through the Executive Development Center, Texas A&M University on topics including human resources planning and strategy, performance evaluation, management by objectives, self-perception and interpersonal behavior, and communication and leadership (1984-1989).

Provided management development programs through the Executive Development Center, University of Illinois at Urbana-Champaign on topics including performance evaluation and organizational control systems (1980-1982).