

**I. M. "JIM" JAWAHAR**  
*University Professor*

Department of Management & Quantitative Methods, College of Business, Illinois State University,  
Normal, IL 61790

*Editor, Career Development International* (2020 IF 3.792; CiteScore 4.2; SJR Q1 OBHRM journals)

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**EDUCATION**

- 2015 Academic Leadership Academy Program, Pennsylvania State University.
- 2009 Management Development Certificate Program, Harvard University.
- 1994 Doctor of Philosophy in Business Administration with emphasis in Human Resource Management and Organizational Behavior, Oklahoma State University.
- 1990 Master of Arts in Industrial/Organizational Psychology, University of Tulsa.
- 1988 Honors Post Graduate Diploma in Personnel Management and Industrial Relations, Madras School of Social Work, India.
- 1987 Master of Science in Physics, University of Madras, India.
- 1985 Bachelor of Science in Physics, University of Madras, India.

**EMPLOYMENT RECORD (Academic)**

*Professor* (August 2004 - Present), MQM, COB, Illinois State University, Normal, Illinois.

*Acting Provost* (May 2013 – August 2013), Illinois State University, Normal, Illinois.

*Associate Provost* (July 2012 – July 2018), Illinois State University, Normal, Illinois.

*University Professor* (February 2012 – Present), Illinois State University, Normal, Illinois.

*Department Chair* (August 2007 – June 2012), Department of Management and Quantitative Methods (MQM), College of Business (COB), Illinois State University.

*Assist. Department Chair* (Jan. 2006 – July 2007), MQM, COB, Illinois State Univ.

*Associate Professor* (August 2001 – July 2004), MQM, COB, Illinois State University.

*Internship Coordinator* (August 1999- December 2007), MQM, COB, Illinois State Univ.

*Assistant Professor* (August 1998 – July 2001), MQM, COB, Illinois State University.

*Assistant Professor* (June 1994 – July 1998), Department of Business Administration, School of Business, Southwestern Oklahoma State University, Weatherford, Oklahoma.

*Graduate Teaching Associate* (August 1989 – May 1994), Department of Management, College of Business, Oklahoma State University, Stillwater, Oklahoma.

## ADMINISTRATIVE EXPERIENCES AND ACCOMPLISHMENTS

### *Acting Vice President of Academic Affairs and Provost* (May 15 - August 15, 2013)

Performed the duties of Vice President of Academic Affairs and Provost reporting directly to the Interim President of the University.

### *Associate Provost* (July 2012 – July 2018)

Served as Provost's consultant and manager for day-to-day operations including report writing, drafting plans for implementing decisions/policies, and covering meetings/events for the Provost as needed

Coordinated strategic planning for the Division of Academic Affairs. Served as the Academic Affairs representative on the University's Educating Illinois Strategic Planning

Supervised the Director of University Assessment Services and the Center for Teaching, Learning and Technology

Served as Chair of Academic Planning Committee responsible for the annual five-year academic plan and program reviews as mandated by the Illinois Board of Higher Education (IBHE), and served as curriculum and new program liaison to the IBHE

Served as the University's liaison to the Higher Learning Commission

Monitored University and program accreditation with regional and specialized accrediting bodies

Handle all student and parent complaints received by President and Provost. Oversee the grade appeals process.

Responsible for executing other duties/projects as assigned by the Provost. As an example, I chaired the committee that explored feasibility of launching new programs. As another example, I developed the presidential briefing book for the new president during his transition.

### **Key Accomplishments**

**Chairperson of Steering Committee for Engineering Programs:** I assembled a team of knowledgeable administrators and faculty and the core members of the steering committee included Greg Simpson, Todd McLoda, Ted Branoff, Matt Aldeman, Dan Holland, David Marx, George Rutherford, Mary Elaine Califf, and Craig Gatto. Over a 15-month period, the committee met 21 times to develop a proposal.

We commissioned an EAB study, visited other universities, attended conferences, and interacted with colleagues in engineering fields and narrowed the focus areas to include electrical engineering and mechanical engineering. Then we developed plans of study for these two areas, types of labs and lab spaces required, identified equipment needs and consulted catalogs, and spoke with vendors to cost out equipment costs. After several consultations, we identified other majors/disciplines that would be impacted by launching engineering programs (i.e., Chemistry, Math) and developed cost estimates. We also developed cost estimates for both engineering programs assuming an intake of 150 students every year in each program. We toured the John Green building and developed an average cost per square foot for renovating the space. The committee worked on each major component, one at a time: (1) plans of study, (2)

costs pertaining to impacted majors, (3) types of labs and lab spaces required, (4) cost of equipment, (5) building costs, and (6) costs for mechanical engineering program and electrical engineering program (faculty/staff/GA costs). I then pulled all this information together, wrote the report and shared it with the committee. The report went through two revisions before a final report was submitted to the Provost (May 7, 2018) and the President.

**Developed Human Capital Initiative Project:** While information from alumni surveys is useful, having objective outcome data can serve multiple purposes including: (1) maintaining our accreditation, (2) demonstrating that an investment in ISU leads to positive outcomes, and (3) demonstrating to legislators that we are good stewards of taxpayer dollars and lobbying legislators for additional resources.

In fall 2015, I embarked on the Human Capital Initiative project and organized a research team led by me and Ryan Smith. We worked with the Illinois Department of Employment Security (IDES) to match data for about 42,000 former students who graduated with a Bachelor's degree between 2003 and 2012 with state-level unemployment insurance (UI) records. IDES only maintains records of individuals who work in the state. In order to ensure confidentiality and data security, the data were de-identified.

The project was completed in fall 2017. I shared results with President Dietz who presented the information to the Governor to show that taxpayers' investment in an ISU education provides an excellent return on investment. I then sent to all the department chairs/school directors a report including the following information, for each of their majors. The deans received the same reports for all the programs in their respective colleges.

*Annual mean and median monthly wages by (post) year after graduation.* Quarterly wage data for years 2004 through 2016 were obtained from IDES. Year 1 represents the monthly wage for the first year after graduation, year 2 the second year after graduation, and so forth.

*Job stability.* Job stability reflects stable, ongoing employment when graduates hold the same job over continuous quarters and years.

*The top five industries in which graduates are employed.* IDES, unfortunately, does not collect occupation level data. Industry is a broader category than occupation.

*N by Post Grad Year.* "Total grads" reflects the number of ISU graduates. "Grads reporting" is the number of graduates employed and living in Illinois.

This information will be extremely beneficial to all academic programs and particularly to those in the College of Arts and Sciences and in the College of Fine Arts. I worked with Office of Enrollment Management to leverage this information to attract motivated students to the University.

**Chairperson of University's Reaccreditation:** ISU, as a pioneer institution, participated in the open pathway to reaccreditation. I chaired the University's reaccreditation effort. In consultation with Vice Presidents of the University, I established seven teams comprised of over 50 individuals and developed timelines for completion of various phases of this multi-year project. An eighth draft was submitted to the Higher Learning Commission (HLC) and in consultation with chair of the site visit team, I developed a site visit itinerary and coordinated the site visit. The final draft report by the peer review team was very favorable and HLC took board action in July 2015, fully reaccrediting the University for the next 10 years.

The HLC multi-location visit (November 15 & 16, 2017) went smoothly and we received the most favorable report possible from HLC.

**Developed Academic Program Profiles Project:** The program review process involves reviewing curriculum and related assessment data once in eight years and is not conducive for facilitating a responsive curriculum. Therefore, to change the culture of assessment on campus and to improve assessment and use of assessment data for decision-making by department/schools and colleges, I launched a new initiative, the “Academic Program Profiles” Project. In collaboration with Chairs/Directors, College Deans and others across the divisions of the University, I developed a comprehensive list of metrics for the areas of program input, program productivity, and program outcomes. Working with the office of the Planning, Research and Policy Analysis (PRPA) and Business Intelligence unit of Administrative Technologies, I compiled and distributed these metrics for all academic programs on campus. These metrics were distributed in spring 2014, in fall 2014, and again in fall 2016. I set up processes for distribution of these metrics annually each fall and encouraged colleges and departments/schools to review and use these data for making decisions. Examples of metrics include graduation rate, retention rate, and time to completion, etc. for each major.

**Member, University’s Diversity Task Force:** In July 2016, I was appointed to the Task Force by President Larry Dietz. I played a critical role by sharing with the Task Force an “academic affairs” perspective on diversity-related issues and concerns facing the University. We submitted short-term, mid-term and longer-term recommendations to the President in July 2017. The President accepted the recommendations and established an implementation team.

**Chaired University’s Leadership Initiative Program:** I established a Steering Committee and worked with committee members to select participants to the program and developed programming for the 2015-2016 and 2016-2017 cohorts.

**Chaired Long Range Financial Sustainability Plan Work Group:** In fall 2012, the President charged the Vice Presidents with developing a long-range financial sustainability plan for the University. I chaired one of the teams charged with the task of “Optimizing the Alignment of Existing Institutional Resources with Strategic Priorities.” Via an on-line survey as well as two open forums, the group collected “Unit Profiles” detailing their support services and core functions from sixty-nine Academic and Administrative Support Service (AASS) units. Next, we assessed and analyzed the data and made eleven recommendations to optimize our resources. Recommendations concerned areas of: duplication of services, outsourcing review committees, funding models, staff development/retooling, unit operation transparency, support for ongoing unit process analysis and reorganization, inter-unit coordination, increasing institutional investment, succession planning, and encouragement of self-assessment and operational review plans. At the request of the Vice Presidents, I provided a supplemental report in 2014 that documented changes made since submission of the initial report.

**Developed Presidential Briefing Book:** I was responsible for preparing this document to brief the new President. He had sent the Vice Presidents a list of fifty questions. In consultation with the Provost and VP for Academic Affairs, I assigned each question to key individuals across the University best equipped to provide information required to craft a thorough and complete response. I compiled and synthesized all of the information received and crafted responses for review by the Vice Presidents and was responsible for completion of this project.

**Chaired (with Erin Thomas) Civic Learning and Democratic Engagement Project:** ISU is designated as a Lead Institution by the National Association of Student Personnel Administrators (NASPA). At the request of the Vice President for Student Affairs, Dr. Larry

Dietz, I assembled and chaired (with Erin Thomas) a team to complete the Civic Institutional Matrix, assess the University's level of civic engagement and make recommendations to enhance civic engagement across the University. Dr. Dietz presented this report at the annual meetings of NASPA.

**Chairperson of Community Engaged University Classification Project:** I assembled a team of faculty, staff, and administrators and created systems and processes to systematically collect data related to civic engagement. We collected the necessary data, prepared the report, and submitted our application for the Carnegie Foundation's (2015) Community Engaged University classification. We were unsuccessful.

Based on feedback received from the Carnegie Foundation, I prepared a proposal to start a Center for Civic Engagement and shared it with Dr. Dietz. This proposal served as the impetus for launching the Center of Community Engagement and Service Learning.

I oversaw the American Democracy Project initiative for the campus until an Interim Director for the Center of Community Engagement and Service Learning was named.

**Chairperson (with Distinguished Professor Steven Juliano) of Open Access to Research Articles Task Force Project:** The Illinois General Assembly enacted the Open Access to Research Articles Act and mandated each public university to establish a task force by January 1, 2014 and submit a report to the General Assembly, Governor, Illinois Board of Higher Education and others outlining Illinois State University's approach to compliance with the Act.

I assembled a representative group of faculty and administrators from across the University to serve on this task force. This slate of members was endorsed by the President and pursuant to the Act appointed to the task force by the Chair of the Board of Trustees. We held open forums, conducted surveys, and developed a draft report and policy which I presented to the Academic Senate. Feedback from Academic Senate and the President was incorporated into the report and the final report was submitted to the Board of Trustees, IBHE, Legislature, and the Governor.

### *Department Chair* (August 2007 – July 2012)

I led the largest department (33 full-time faculty members) in the College of Business. The MQM department houses 5 programs, serving nearly 1400 students, slightly more than one-third of the students in the College of Business.

My primary responsibility was to collaborate with different stakeholder groups to develop and implement strategic goals for the department and to enhance the reputation of the department and the college. Some specific duties included:

Recruiting and selecting faculty members and as chair of the DFSC making recommendations regarding promotion and tenure decisions

Conducting performance evaluations of faculty members and allocating pay increases

Hiring and placing graduate assistants

Developing and implementing departmental policies (e.g., faculty mentoring, travel policy)

Scheduling courses (approximately 90 sections per semester)

Collecting and compiling data for AACSB accreditation purposes

Managing department's budget

Building a collegial environment

Fundraising and managing foundation accounts

Performing various other departmental and college-level administrative duties

Representing the department at student-related events – Commencement, Freshmen Orientation, Junior Experience, COB Open House, etc. Participating in university functions and activities

## **Key Accomplishments**

### Centers and Institutes

#### ***Established the George R and Martha Means Center for Entrepreneurial Studies***

Center is funded through a “5 million dollar” endowment

Selected Director and Assistant Director for the Center

Mentored, guided and helped the Director manage the Center

#### ***Created the International Business Institute (IBI)***

While we have a long tradition of offering study abroad programs, I worked with

Dr. Iris Varner to formally establish IBI and appointed her as Director of the Institute

Guided and assisted the Director manage programs (e.g., Study Abroad) and initiatives

#### ***Created the Organizational Leadership Institute (OLI)***

Dr. Rick Ringer has been offering leadership programs for many years. I worked with him to formally establish OLI and appointed him as Director of the Institute.

Guided and helped him manage programs and initiatives.

The Institute was funded through a \$500,000 gift

### Advisory Boards

#### ***Founded MQM Advisory Council***

Created Council By-Laws and established a Council consisting of fourteen business leaders.

The Council met twice a year and was a significant source of resources for the department.

#### ***Established Advisory Boards for the Center and for the Institutes, IBI and OLI***

Worked with the Directors to create By-Laws and selected members for inclusion into the respective Advisory Boards.

Planned to organize “re-connect” programs on the premises of top 10 employers of MQM graduates

### Curriculum-Related

#### ***Graduate Certificate in Organizational Leadership***

Working with the Director developed a post-graduate certificate program in Organizational Leadership. After consulting with members of the Provost's office and the Graduate School, I involved MQM faculty members and Advisory Council members to develop 4 graduate level courses, packaged them as courses for the Graduate Certificate program, sought and obtained approval from all levels of the University. This post-graduate certificate program will allow us to reach and connect with a new audience, build relationships with organizations, enhance the

reputation of the college and the university, and also generate income opportunities for faculty members as well as opportunities to collect data for research purposes.

***Minor in Business Environment & Sustainability***

Developed a new interdisciplinary Minor in Business Environment and Sustainability. I worked collaboratively with advisory board members, faculty across the college and with several department chairs across the university to develop the Minor.

***Seminar Courses***

Working collaboratively with MQM faculty members, helped them develop several new seminar courses at the undergraduate level and the graduate level.

Program Enhancement

CUIBE Certification of IB program: Worked with faculty in the International Business area and with the Director of IBI and obtained CUIBE certification for our IB program.

SHRM Certification for HR program: Worked with faculty in the Human Resource Management area and obtained SHRM certification for our HR program.

Assessment

Collected and compiled assessment data (for AACSB) for all the majors in the department. Scheduled meetings to review data and made necessary curricular changes based on results of assessment data and feedback from relevant stakeholders. I developed a broader perspective of “assessment” through my membership on ISU’s *Assessment Academy Team*. This experience prepared me for chairing the Academic Planning Committee of the university, overseeing the Office of University Assessment, and becoming a peer reviewer for the Higher Learning Commission.

Reputation Building

***Started the MQM Speaker Series***

Established a speaker series and invited high profile leaders to speak to students in the college. Invited 2 speakers per year to campus. As examples, I invited Jack North and Willie Brown (both members of Chairman’s Council at State Farm Insurance and Financial Services) and their talks were attended by 650 students, university faculty members, senior university administrators, and community members.

***Promotional Materials***

Established task forces and oversaw the development of 5 program brochures, one for each program, and another brochure to showcase the department. The primary purpose of developing these marketing materials was to connect with prospective students, alumni, and potential donors.

***Building Partnerships with HR Professionals***

Held several officer positions in the Bloomington Normal Human Resource Council (BNHRC). Worked through the ranks and served as President of BNHRC in 2003. I conducted annual wage and salary surveys to generate “goodwill.” I served on the Executive Board of the BNHRC for 12 years. Maintained good working relations with local HR professionals and continue to work to enhance ISU’s reputation in the community. Organized and administered all aspects of the BNHRC student award.

### Developing Revenue Generating Programs

Helped develop and offer customized workshops and programs to several organizations  
 Promoted faculty capabilities and negotiated several consulting projects  
 Both of these partnerships generated income opportunities for faculty members and a surplus to support many departmental initiatives

### Faculty Mentoring and Development

In consultation with faculty members, developed a mentoring document for junior faculty. I met with pre-tenure faculty in the department, three times a semester, and offered advice, guidance and assistance during their pre-tenure years.

### Student Awards Program

Each Spring, we recognize outstanding students in the 5 programs offered through MQM. Award winners and their parents/guests are invited to the Awards banquet and award recipients are presented with a cheque and a plaque.

Through fundraising, I doubled the number of awards in just 4 years.

### Student-Related Accomplishments

#### ***Faculty Advisor*** (2000 to 2010)

Served as Faculty Advisor of ISU's SHRM Student Chapter (2000 - 2010)  
 Increased membership in the chapter by 200%  
 Led the Chapter to Superior Merit Award 9 years in a row  
 In 2010, Chapter was chosen as the Outstanding Student Chapter  
 Selected and coached ISU teams to a second place finish three times at the Regional HR Competition organized by SHRM  
 Involved several students in my research, and helped them publish in top-tier journals in the field including *Academy of Management Review* & *Journal of Applied Psychology*

#### ***MQM Internship Coordinator*** (January 1999 – July 2007)

Worked with a colleague, Dr. Victor Devinatz, to build department's Internship program  
 Increased number of students completing internships by 50%  
 Increased local employers' awareness of department's internship program  
 Built strong relationship with employers to obtain internship and employment opportunities for students

### International Experience and Accomplishments

Obtained one undergraduate degree and two graduate degrees from India  
 Intimately familiar with culture of many parts of Asia, and traveled in Western Europe  
 Organized and led Study Abroad programs – Recruited students and coordinated two study abroad trips to Bristol, U.K.

Gave a "research talk" to faculty at the world-renowned Indian Institute of Management, Bangalore; at Maastricht University, Netherlands; IIM-Indore, and many other universities

As previously noted, established IBI, selected Director of IBI, established Advisory Board for IBI. Served as Interim Director of International Business Institute (Aug. 2010-December 2011)



I gained experience in (1) articulating courses, (2) developing MOU between institutions, (3) developing and working with Study Abroad programs, (4) partnering to develop dual-degree programs, and various other tasks associated with international business education

## OTHER ADMINISTRATIVE EXPERIENCES

Elected Member, *Search Committee*, University President (January 2021-present)  
Elected Member, *Search Committee*, VP of Academic Affairs & Provost (2019-2020)

Chair, *Academic Planning Committee* (2012-2018)  
Member, *Data Stewardship Council* (2012-2018)  
Elected, *Chair of Chairs'/Directors' Council*, Illinois State University (2011-2012)  
Member, *Illinois State University's Assessment Academy* (2010-2012)  
Member, *Illinois State University's International Studies Advisory Council* (2010-2012)  
Chaired Five-year administrator performance review committee  
Chaired IRB (at ISU) several times during Chair's absence  
Organized the COB new faculty orientation workshop  
Coordinated a significant portion of the COB's First Professional Development Conference  
Arranged teaching workshops and brown bag seminars for faculty members  
Served on Five-year Dean's performance review committee  
Served on HRD team for four years (two years as Secretary)  
Serve on committees to select student honorees (e.g., Caterpillar, KANA scholarships)

Served on Search Committees to select senior administrators (Deans, Asst. VP)  
Served on ISU's IRB committee (member with the longest service on the committee)

Represented Southwestern Oklahoma State University for the "Management" area on the Articulation Committee of the Board of Regents for Higher Education in Oklahoma  
Served on the General Education University Committee, Southwestern Oklahoma State Univ.  
Served on the Distance Learning University Committee, Southwestern Oklahoma State Univ.

***Selection Committee Member***, Editor-in-Chief of *Canadian Journal of Administrative Sciences*  
***Executive Board Member***, ISU's Institutional Review Board (summer 1999 – summer 2017)  
***Executive Committee Member***, American National Business Hall of Fame (2007 – 2015)  
***Executive Board Member***, McLean County Incubator Initiative (December 2009 – Dec. 2011)  
***Recipient*** of the College of Business Outstanding Service Award (2003)  
***President***, Bloomington Normal Human Resources chapter of SHRM (2003)

## TEACHING GOALS

To strive for *excellence* in teaching and to be recognized by students and by peers as an outstanding teacher who is genuinely interested in significantly contributing to the intellectual growth and development of students.

Outstanding teaching evaluations (averaging 1.5 on scale with anchors of 1-good, 5-poor)

Over 25 years of teaching experience, teaching HR & OB courses at undergraduate and graduate level

*Recipient* of the Caterpillar Faculty Scholar Award (2002 & 2005)  
Award is given for excellence in all three areas of teaching, research and service

## COURSES TAUGHT

At *Illinois State University* (August 1998 – Present)

Human Resource Management	Advanced Organizational Behavior
Recruitment & Selection	Principles of Management
Compensation	Research Methods/Statistics
Internship Coordinator (1999 – 2007)	

At *Southwestern Oklahoma State University* (4 years - June 1994 to July 1998)

<u>Undergraduate Courses</u>	<u>Graduate Courses</u>
Principles of Management	Advanced Human Resources Management
Organizational Behavior	Management and Organizational Behavior
Human Resources Management	

At *Oklahoma State University* (5 years - August 1999 - May 1994)

Human Resource Management	Compensation and Benefits Administration
Microcomputer Theory	Coordinator - Microcomputer theory course

## TEACHING EVALUATIONS

At Illinois State University (teaching load 3 courses per semester)

My teaching evaluations average 1.4 (1-good, 5-poor). In Recruitment and Selection, and in Compensation, my students work on “**real client**” projects.

Recent evaluations from UG courses

Fall 2019	-	1.10
Spring 2020	-	1.29

At Southwestern Oklahoma State University (teaching load 4 courses per semester)

My teaching evaluations averaged 1.46 (1-good, 5-poor) for undergraduate courses and **1.2** for graduate courses.

## RESEARCH GOALS

My research goals are to make a substantial impact and to strive for international reputation in areas within Organizational Behavior and Human Resource Management.

I have published over 80 journal articles including a dozen in top-tier journals, such as *Personnel Psychology*, *Journal of Applied Psychology*, *Academy of Management Review*, *Journal of Management*, *Human Relations*, *Journal of Occupational and Organizational Psychology*, *Journal of Business and Psychology*, *Group and Organization Management*, *Journal of Labor Research*. I have presented nearly **100** papers at major conferences and many of these papers have been published in conference proceedings.

\* *Google Scholar*

Citations – 6708 | h-index 33 | i 10-index 57

*Peer Reviewed Publications*

- Jawahar, I.M.**, & Mohammed, Z. (*in press*). Process management self-efficacy: Scale development and validation. *Journal of Business and Psychology*.
- Kim, J., **Jawahar, I.M.**, Steinheider, B., Stone, T., Ferrell, B. (*in press*). Development of a measure of Calculative Mindset (CM): Establishing a nomological net and predictive utility of the CM measure, *Psychological Reports*.
- Jungst, M., Schreurs, B., **Jawahar, I.M.**, & Serban, N. (*in press*). Differential benefits of social resources for low versus high Machiavellians: A three-study constructive replication. *Personality and Individual Differences*.
- Chin, T., **Jawahar, I.M.**, & Li, G. (*in press*). Development and validation of a career sustainability scale. *Journal of Career Development*.
- Sonu, S.K., **Jawahar, I.M.**, & Saini, G.K. (*in press*). Influence of return on investment and Labor market conditions on job seekers' preferences of employment attributes in the Indian context. *Journal of Asian Business & Management*.
- Jawahar, I.M.** (2021). Harnessing social capital in a gig economy. *Journal of Total Rewards*, 3, 66-76.
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- Schreurs, B., Hamstra, M., **Jawahar, I.M.**, & Akkermans, T.J. (2021). Perceived overqualification and counterproductive performance: Testing the mediating role of relative deprivation and the moderating role of ambition. *Personnel Review*, 50 (3), 1038-1065.

- Sinha, S., **Jawahar, I.M.**, Ghosh, P., & Mishra, A. (2020). Assessing employers' satisfaction with Indian engineering graduates using expectancy-disconfirmation theory. *International Journal of Manpower*, 41 (4), 473-489.
- Hussain, I., **Jawahar, I.M.**, & Stone, T.H. (2020). Wage and gender discrimination: An analysis of U.S. Women's National Soccer Team. *Journal of Total Rewards*, 1, 14-27.
- Ghosh, P., **Jawahar, I.M.**, Rai, A. (2020). Do women and men enjoy the same benefits from job demands in collectivistic patriarchal societies? *International Journal of Manpower*, 41 (1), 52-67.
- Schmitte, K., Schreurs, B., Segers, M., **Jawahar, I.M.** (2019). Within-subject variability in ingratiation as a function of self-esteem and time: A dynamic perspective. *Journal of Personnel Psychology*, 18 (4), 216-226.
- Jawahar, I.M.**, Stone, T.H., & Kluemper, D. (2019). When and why leaders trust followers: LMX as a mediator and empowerment as a moderator of the trustworthiness-trust relationship. *Career Development International*, 24 (7), 702-716.
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- Jawahar, I.M.** (2006). Correlates of satisfaction with performance appraisal feedback. *Journal of Labor Research*, 27, 213-234.
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- van Emmerik, H., **Jawahar, I.M.**, & Stone, T.H. (2005). Associations among altruism, burnout dimensions and organizational citizenship behaviour. *Work and Stress*, 19, 93-100.
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- Jawahar, I.M.** (2001). Attitudes, self-monitoring and appraisal behaviors. *Journal of Applied Psychology*, 86 (5), 875-883.
- Jawahar, I.M.**, & McLaughlin\*, G. (2001). Toward a descriptive stakeholder theory: An organizational life cycle approach. *Academy of Management Review*, 26 (3), 397-414. \* MBA student
- Marshall, G., Stone, T.H., & **Jawahar, I.M.** (2001). Selection decision making by sales managers and human resource managers: Decision impact, decision frame, and time of valuation. *Journal of Personal Selling and Sales Management*, 21 (1), 19-28.
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- Jawahar, I.M.**, & Stone, T.H. (1997). Appraisal purpose versus perceived consequences: The effects of appraisal purpose, perceived consequences, and rater self-monitoring on leniency of ratings and decisions. *Research and Practice in Human Resource Management*, 4 (1), 67-88.
- Jawahar, I.M.**, & Stone, T.M. (1997). The influence of raters' self-consciousness and appraisal purpose on leniency and accuracy of performance ratings. *Psychological Reports*, 80, 323-336.
- Elango, B., **Jawahar, I.M.**, & Meinhart, W.A. (1995). Innovativeness of research personnel: A new interactional model. *Creativity and Innovation Management Journal*, 4 (4), 223-231.
- Jawahar, I.M.**, Stone T.H., & Cooper, W. (1992). Activating resources in organizations. In R.W. Woodman and W.A. Pasmore (Eds.), *Research in Organizational Change and Development* (vol.6, pp. 153-196). JAI Press.

### ***Papers under Review***

- Jawahar, I.M.**, Mohammed, Z.J., Schreurs, B. (*under review*). Effects of concerns about money and employability on emotional exhaustion and performance. *Journal of Vocational Behavior*.
- Foster, J., Stone, T.H., **Jawahar, I.M.**, & Steinheider, B. (*under review*). Reputational self-awareness: Predicting how others view your personality. *International Journal of Selection and Assessment*.



Ahamad, F., Saini, G.K., & **Jawahar, I.M.** (*under review*). Interactive influence of work-life balance, employee recommendation, and job attributes on employer attractiveness and job pursuit intentions: Two experiments. *Asian Business & Management*.

### **Symposium**

Presented my research at a Symposium on Performance Appraisal Research held at the 2003 Midwest Academy of Management Meetings (April 5, 2003), St. Louis, Missouri. Co-presenters/discussants included Kevin Murphy, Gary Latham, John Bernardin, Peter Villanova, Jack Feldman, and Aharon Tziner.

### **Book chapters**

Morin, D., Vaultier, A., Bouer, E., & **Jawahar, I.M.** (*in press*). Rater personality as predictor Of raters' intentions to be lenient. *Work, Industrial and Organizational Psychology: Challenges and opportunities*. French Association of work and organizational psychology. Harmattan edition (Paris)

Stone, T.H., & **Jawahar, I.M.** (2017). Career Implications of Job Performance: Persistence of OCB and CWB Behaviors across Domains. In *Handbook of Research on Sustainable Careers: Aims, Approach and Outline* (Eds.) Ans De Vos and Beatrice Van der Heijden, E. Elgar Publishing, The Netherlands.

Stone. T.H., **Jawahar, I.M.**, & Kisamore, J.L. (2011). Predicting workplace misconduct using personality and academic behaviors (pp. 97-120). In *Crime and Corruption in Organizations* (Eds.) Ronald Burke, Edward Tomlinson and Cary Cooper, Gower Publishing, Surrey, England.

**Jawahar, I.M.** (2005). A selected review of and directions for future research on end user performance. In Mehdi Khosrow-Pour (Ed.), *Encyclopedia of Information Science and Technology* (Volume I-III). Hershey, PA: Idea Group Publishing.

**Jawahar, I.M.** (2003). Person and situational factors as predictors of end user performance. In M.A. Mahmood (Ed.), *End User Computing: Advanced Topics*. Hershey, PA: Idea Group Publishing.

**Jawahar, I.M.**, & Elango, B. (2002). Predicting end user performance. In. M.A. Mahmood (Ed.), *End User Computing*. Hershey, PA: Idea Group Publishing.

### **Proceedings & Presentations**

**Academy of Management Meetings** (AOM is the top Management Conference)

Qian, S., Schreurs, B., & **Jawahar, I.M.** (2020). Multiple foci of commitment and employee silence A role theory perspective. *Paper presented at the 2020 Virtual Annual Meetings of the Academy of Management*, Vancouver, British Columbia.

Schreurs, B., Hamstra, M.R.W., **Jawahar, I.M.**, & Akkermans, J. (2019). Perceived overqualification, counterproductive performance, and the moderating role of ambition. *Paper presented at the 2019 Annual Meetings of the Academy of Management*, Boston, Massachusetts.

- Hamstra, M.R.W., Schreurs, B., **Jawahar, I.M.**, & Laurijssen, L.M. (2019). Manager narcissism and employee silence: A socio-analytic theory perspective. *Paper presented at the 2019 Annual Meetings of the Academy of Management*, Boston, Massachusetts
- Jawahar, I.M.**, & Schreurs, B. (2017). Interactive effects of leader incivility and trust on work engagement and performance. *Paper presented at the 2017 Annual Meetings of the Academy of Management*, Atlanta, Georgia.
- Jawahar, I.M.**, Stone, T.H., & Kluemper, D.H. (2017). Isn't our relationship better? LMX as a mediator of the trustworthiness-trust relationship. *Paper presented at the 2017 Annual Meetings of the Academy of Management*, Atlanta, Georgia.
- Liguori, E., Kisamore, J.L., Muldoon, J., **Jawahar, I.M.**, & Bendickson, J. (2016). Emotional stability and contextual performance: The moderating effects of autonomy and meaning. *Paper presented at the 2016 Annual Meetings of the Academy of Management*, Anaheim, California.
- Jawahar, I.M.**, & Liu, Y. (2015). Why are proactive people more satisfied with their job, career, and life? *Paper presented at the 2015 Annual Meetings of the Academy of Management*, Vancouver, Canada.
- Stone, T.H., Foster, J., Webster, B., & **Jawahar, I.M.** (2013). Gender differences: Going, Going, Gone? Large sample evidence. *Paper presented at the 2013 Annual Meetings of the Academy of Management*, Orlando, Florida.
- Stone, T.H., Kisamore, J.L., & **Jawahar, I.M.** (2012). Predicting classroom whistle-blowing. *Paper presented at the 2012 Annual Meetings of the Academy of Management*, Boston, Massachusetts.
- Rahn, D.L., **Jawahar, I.M.**, & Stone, T.H. (2010). Are leaders defined by followers? Role of follower's ILT and the mediating influence of LMX on follower outcomes. *Paper presented at the 2010 Annual Meetings of the Academy of Management*, Montreal, Canada.
- Jawahar, I.M.**, Stone, T.H., & Kisamore, J.L. (2009). Can academic misconduct predict OCB and CWB? *Paper presented at the 2009 Annual Meetings of the Academy of Management*, Chicago, Illinois.
- Stone, T.H., **Jawahar, I.M.**, & Kisamore, J.L. (2008). Using Ajzen's theory of planned behavior to predict academic misconduct intentions and behaviors. *Paper presented at the 2008 Annual Meetings of the Academy of Management*, Anaheim, California.
- Kisamore, J.L., **Jawahar, I.M.**, Stone, T.H., & Mharapara, T. (2008). Do social competencies mitigate or augment abusive behavior. *Paper presented at the 2008 Annual Meetings of the Academy of Management*, Anaheim, California.
- Stone, T.H., Kisamore, J.L., & **Jawahar, I.M.** (2007). Academic integrity: Personality or perception of academic environment. *Paper presented at the 2007 Annual Meetings of the Academy of Management*, Philadelphia, Pennsylvania.
- Jawahar, I.M.**, & Carr, D. (2006). Conscientiousness and contextual performance: The compensatory roles of POS and LMX. *Paper presented at the 2006 Annual Meetings of the Academy of Management*, Atlanta, Georgia.

- Jawahar, I.M., & Hemmasi, P.** (2006). Support for women's advancement and turnover intentions: The mediating effects of job and employer satisfaction. *Paper presented at the 2006 Annual Meetings of the Academy of Management*, Atlanta, Georgia.
- Jawahar, I.M.** (2005). Rater behaviors, ratee's reactions and performance. *Paper presented at the 2005 Annual Meetings of the Academy of Management*, Hawaii.
- Jawahar, I.M.** (2004). Coworkers as a source of justice perceptions. *Paper presented at the 2004 Annual Meetings of the Academy of Management*, New Orleans.
- Jawahar, I.M.** (2004). Correlates of satisfaction with appraisal feedback. *Paper presented at the 2004 Annual Meetings of the Academy of Management*, New Orleans.
- Jawahar, I.M.** (2003). Let's not forget coworkers: A six-dimensional interpretation of organizational justice. *Paper presented at the 2003 Annual Meetings of the Academy of Management*, Seattle.
- van Emmerik, H., Stone, T.H., & **Jawahar, I.M.** (2003) The relationship between altruism and helping behaviors: Some moderating effects of Burnout. *Paper published in the Proceedings of the 2003 Academy of Management Meetings*, Seattle. **Paper nominated for Best Paper Award, Careers Division.**
- Jawahar, I.M.** (2001). Do performance ratings reflect influence of system factors? A test of Deming's criticism. *Paper presented at the 2001 Annual Meetings of the Academy of Management*, Washington, D.C.
- Jawahar, I.M.** (2000). Attitudes and appraisal behaviors: A test of the moderating influence of self-monitoring. *Paper presented at the 2000 Annual Meetings of the Academy of Management*, Toronto, Canada.
- Jawahar, I.M., & McLaughlin, G.** (2000). A contingency model of stakeholder management. *Paper presented at the 2000 Annual Meetings of the Academy of Management*, Toronto, Canada.
- Jawahar, I.M., & Stone, T.H.** (1996). Private judgments or public evaluations: The influence of rater and context on rating characteristics. In J. Bernard Keys and Lloyd N. Dosier (Eds.), *Proceedings of the Human Resources Division of the 1996 Annual Academy of Management Meetings*, (vol. 56, pp. 132-136), Cincinnati, Ohio. **Paper nominated for Best Paper Award, Human Resources Division.**
- Jawahar, I.M. & Stone, T.H.** (1994). The effects of appraisal purpose, budget constraints and self-monitoring on leniency and accuracy of performance ratings. *Paper presented at the 1994 Annual Meetings of the Academy of Management*, Dallas, Texas.
- Jawahar, I.M.** (1992). Activating resources in organizations. *Paper presented at the Symposium on "Organizational change and development" at the Annual Meetings of the Academy of Management*, Las Vegas.
- Jawahar, I.M., Stone, T.H., & Cooper, W.** (1990). A homeostatic and self-efficacy interpretation of the change process. *Paper presented at the 1990 Annual Meetings of the Academy of Management*, San Francisco.

*Administrative Sciences Association of Canada* (ASAC is the top Canadian conference)

- Samnani, A., Stone, T. H., **Jawahar, I. M.**, Cooper-Thomas, H. (2019). Exploring the performance-abusive supervision relationship: Contextual factors that increase performance. Presented at the Annual Meetings of the *Administrative Sciences Association of Canada*, St Catherines, Ontario, Canada,
- Stone, T. H., Steinheider, B., Hoffmeister, V., Ferrell, B. & **Jawahar, I. M.** (2018). Employee preferences for performance appraisal feedback. *Proceedings of the Human Resource Division of the Administrative Sciences Association of Canada*, Toronto.
- Stone, T.H., **Jawahar, I.M.**, & Johnsen, G. (2017). Getting rid of performance ratings?: What do we know? *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Montreal, Quebec.
- Meunier, M., Morin, D., & **Jawahar, I.M.** (2017). The impact of the feedback environment on the perception of procedural and interpersonal justice: The mediating role of feedback orientation. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Montreal, Quebec.
- Scrimshire, A., Stone, T.H., Kisamore, J.L., & **Jawahar, I.M.** (2016). Birds of a feather, cheat together: What, who, and why of helping others cheat. *Paper Published in the Proceedings of the Annual Meetings of the Administrative Sciences Association of Canada*, Edmonton, Alberta, Canada.
- Stone, T.H., Kisamore, J., Harrison, J., & **Jawahar, I.M.** (2014). Reconceptualizing violations of academic integrity: An initial test of serious and minor offenses. *Paper published in the Proceedings of the MED Division of the Administrative Sciences Association of Canada*, Muskogo, Toronto.
- Stone, T.H., Foster, J., Webster, B., & **Jawahar, I.M.** (2013). Gender differences in manager performance: Going, going, gone? *Paper published in the Proceedings of the Human Resources Division of the Administrative Sciences Association of Canada*, Calgary, Alberta.
- Jawahar, I.M.**, & Stone, T.H. (2013). Career satisfaction and support as mediators of the relationship between justice perceptions and citizenship and counterproductive performance. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Calgary, Alberta.
- Morin, D., **Jawahar, I.M.**, & Boyer, E. (2011) Mediation of raters' self-efficacy between feedback culture and rating inflation. *Paper published in the Proceedings of the Annual Meetings of the Administrative Sciences Association of Canada*, Montreal, Canada. **Selected for Best Paper Award, Human Resources Division.**
- Stone, T.H., Kluemper, D., Kisamore, J.L., & **Jawahar, I.M.** (2011) Forms of academic cheating and counterproductive work behavior. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Montreal, Canada.
- Jawahar, I.M.** (2009). The mediating role of satisfaction with growth opportunities on the relationship between employee development opportunities and citizenship behaviors and burnout. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Niagara Falls, Ontario, Canada.

- Jawahar, I.M., & Stone, T.H.** (2009). Fairness perceptions and satisfaction with components of pay satisfaction. *Paper presented and published in the Proceedings of Annual Meetings of the Administrative Sciences Association of Canada*, Niagara Falls, Ontario, Canada.
- Jawahar, I.M., Kisamore, J.L., & Stone, T.H.** (2008). The differential effect of inter-role conflict on proactive individual's experience of burnout. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Halifax, Nova Scotia.
- Jawahar, I.M.** (2008). Are reactions to feedback the mediating link between feedback and performance? *Paper presented and published in the Proceedings of Annual Meetings of the Administrative Sciences Association of Canada*, Halifax, Nova Scotia.  
**RECEIVED BEST PAPER AWARD**
- Stone, T.H., Kisamore, J.L., & **Jawahar, I.M.** (2007). Predicting academic dishonesty: Theory of planned behavior and personality. *Published in the Proceedings of the 2007 Annual Meetings of the Administrative Sciences Association of Canada*, Ottawa, Ontario.
- Jawahar, I.M., & Stone, T.H.** (2006). Can organizational support and political skill reduce burnout? *Published in the Proceedings of the 2006 Annual Meetings of the Administrative Sciences Association of Canada*, Banff, Alberta.
- Jawahar, I.M.** (2005). Influence of satisfaction with appraisal feedback on performance, attitudes and intentions. *Published in the Proceedings of the Human Resources Division of the 2005 Annual Meetings of the Administrative Sciences Association of Canada*, Toronto, Canada. **RECEIVED HONORABLE MENTION AWARD** (runner-up to best paper award)
- Jawahar, I.M.** (2005). Predicting task versus contextual performance. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Toronto, Canada.
- Jawahar, I.M.** (2004). Fairness perceptions and appraisal reactions. *Published in the Proceedings of the Human Resources Division of the 2004 Annual Meetings of the Administrative Sciences Association of Canada*, Quebec City, Quebec.  
**RECEIVED BEST PAPER AWARD**
- Jawahar, I.M., & Mattsson, J.** (2003). Sexism and beautyism effects in selection as a function of self-monitoring level of decision maker. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Halifax, Nova Scotia.
- Jawahar, I.M.** (2002). A review and critique of justice-aggression research. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Winnipeg, Manitoba.
- Jawahar, I.M.** (2001). Antecedents and potential consequences of satisfaction with performance appraisal interview. In T.C. Brown (Ed.), *Published in the Proceedings of the Human Resource Division of the Administrative Sciences Association of Canada* (vol. 22 (9), pp.45-54).

- Jawahar, I.M.** (2000). A model of organizational justice and workplace aggression. *Published in the Proceedings of the Organizational Behavior Division of the 2000 Administrative Sciences Association of Canada*, Montreal, Canada.
- Jawahar, I.M.**, Elango, B., & Stone, T.H. (1998). The effects of dispositional and situational factors on computer learning performance. *Paper presented at the Annual Meetings of the Administrative Sciences Association of Canada*, Saskatoon, Saskatchewan.
- Jawahar, I.M.** & Stone, T.H. (1994). Appraisal purpose revisited: The effects of budget constraints and self-monitoring on personnel decisions. In S. St-Onge and J.W. Thacker (Eds.), *Published in the Proceedings of the Personnel and Human Resource Division of the Administrative Sciences Association of Canada* (vol. 15 (9), pp. 42-53).
- Jawahar, I.M.** (1993). Appraisal purpose revisited: Empirical inconsistencies, plausible resolutions, and facilitators of purpose effects. In M. Tremblay and S. St-Onge (Eds.), *Published in the Proceedings of the Personnel and Human Resources Division of the Administrative Sciences Association of Canada* (vol. 14 (9), pp. 56-68).
- Jawahar, I.M.** (1993). The significance of unfreezing for the training process. In M. Tremblay and S. St-Onge (Eds.), *Published in the Proceedings of the Personnel and Human Resources Division of the Administrative Sciences Association of Canada* (vol. 14 (9), pp. 42-55).
- Jawahar, I.M.**, & Stone, T.H. (1992). A model of the training process. In M. Belcourt and M. Tremblay (Eds.), *Published in the Proceedings of the Personnel and Human Resources Division of the Administrative Sciences Association of Canada* (vol. 13 (7), pp. 51-64).

### **Other Conferences**

- Sabi, K., **Jawahar, I.M.**, & Saini, G (2020). Employment preferences of Indian B-School graduates: Do return on investment and job market characteristics matter? *Paper to be presented at the Annual Meetings of Indian Academy of Management*, Trichy, India.
- Schreurs, B., Pepermans, R., & **Jawahar, I.M.** (2019). Money on my mind: Investigating the relationship between financial worry and work role performance. *Paper to be presented at the AOM Career Division Community Conference*, Vienna, Austria.
- Steinheider, B., Stone, T., Ferrell, B., Hoffmeister, V., Kim, J., & **Jawahar, I. M.** (2019). Predicting employee job behavior: The role of calculative mindset and bottom-line mentality. Paper presented at the *European Association for Work and Organizational Psychology (EAWOP)*, Turin, Italy, May 30 – June 1.
- Steinheider, B., Stone, T. H., Ferrel, N., Kim, J., Garrett, T. and **Jawahar, I. M.** (2019). Calculative Mindset and Bottom-Line Mentality: Predicting CWB. *Poster Paper presented at the 2019 SIOP Convention*, Washington, D.C., April, 2019.
- Kim, J., Steinheider, B., Stone, T. H. & **Jawahar, I. M.** (2019). Predicting the good, the bad and the expected work behaviors: The role of calculative mindset in shaping OCB, CWB, and In-Role performance. *Paper presented at the Annual Meetings of the Southern Management Association*, Norfolk, Virginia.

- Galico, J.C.G., Stone, T.H., Steinheider, B., Garrett, T., **Jawahar, I.M.** (2016). International LGBT workplace experiences: A multi-faceted view on perceived discrimination. *Published in the Proceedings of the 2016 Southern Management Association* (nominated for best paper in Social Issues/Ethics/Diversity track)
- Stone, T.H., Foster, J., Webster, B., **Jawahar, I.M.**, & Harrison, J.A. (2013). Are gender differences in performance disappearing: Large sample evidence. *Published in the Proceedings of the 2013 Southern Management Association Conference*, New Orleans, Louisiana. **BEST PAPER AWARD** (Social Issues/Ethics/Diversity track)
- Kisamore, J.L., Liguori, E.W., Muldoon, J., **Jawahar, I.M.** (2013). Interplay of competence, Conflict and proactive personality in predicting OCB. *Presented at the 28<sup>th</sup> Annual SIOP Conference*, Houston, Texas.
- Kisamore, J.L., Stone, T.H., **Jawahar, I.M.** & Holden, J. (2012). Measuring academic misconduct: Addressing type and severity of offenses. *Paper presented at the Midwest Academy of Management Conference*, October 4-6, Itasca, IL.
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- Stone, T. H., **Jawahar, I. M.**, Eastman, K. & Eissa, G. (2010). Control charts: Minimizing fundamental attribution error in appraisal decisions. *Paper/Poster presented at the Annual Meetings of Society of Industrial Organizational Psychology*, Atlanta, GA.
- van Emmerik, I.J.H., Schreurs, B., Le Blanc, P.M., de Cuyper, N., & **Jawahar, I.M.** (2009). Traditional and discretionary SHRM practices and team effectiveness: Examining the mediating role of team learning behavior. *Paper presented at the 2009 Annual Meetings of the Southern Management Association*, Asheville, North Carolina.
- Stone, T.H., **Jawahar, I.M.**, & Kisamore, J.L. (2008). Using the theory of planned behavior and cheating justifications to predict academic misconduct. *Published in the Proceedings of the 2008 Annual Meetings of the Southern Management Association*, Petersburg, Florida.
- Kisamore, J.L., **Jawahar, I.M.**, & Stone, T.H. (2008). A comparison of academic misconduct perceptions between traditional and online learning environments. *Poster presented at the Annual Hawaii International Conference in Education*, Honolulu, Hawaii.
- Kisamore, J.L., **Jawahar, I.M.**, & Stone, T.H. (2007) Academic integrity and the HPI employee Reliability scale. *Poster presented at the Annual Society for Industrial and Organizational Psychology (SIOP) conference*, New York, NY.
- Jawahar, I.M.** (2006). Influence of task and contextual performance on judgments of promotability. *Published in the Proceedings of the Annual Meetings of Southern Academy of Management*, Clearwater, Florida. **BEST PAPER AWARD**
- Kisamore, J., Stone, T.H., & **Jawahar, I.M.** (2006). Academic integrity: Personality or perception of academic environment. *Published in the Proceedings of the Annual Meetings of Southern Academy of Management*, Clearwater, Florida.

- Klumper, D., Stone, T.H., & **Jawahar, I.M.** (2006). Can hardiness predict stress and job performance beyond the Big-5 personality factors? *Published in the Proceedings of the Annual Meetings of Southern Academy of Management*, Clearwater, Florida.
- van Emmerik, H., & **Jawahar, I.M.** (2005). The engagement in different helping behaviors: Some gender differences. *Paper presented at the Annual Meetings of EURAM Conference*, Hamburg, Germany.
- van Emmerik, H., & **Jawahar, I.M.** (2004). The independent relationships of objective and subjective workload with couples' mood. *Published in the Proceedings of the Annual Meetings of the Southern Academy of Management*, San Antonio.
- van Emmerik, H., **Jawahar, I.M.**, & Stone, T.H. (2004). Discretionary helping behaviors and the role of personality. *Published in the Proceedings of the Annual Meetings of the Southern Academy of Management*, San Antonio.
- Howard, J.L., & **Jawahar, I.M.** (2002). Risk management for small businesses. *Paper presented at the Fall 2002 Allied Academies Meetings*, Las Vegas, Nevada (**received the Academy of Entrepreneurship Research Award**).
- Gavin\*, S., & **Jawahar, I.M.** (2002). On employee handbooks. *Published in the Proceedings of the Spring 2002 Allied Academies Meetings*, Nashville, Tennessee.  
\* undergraduate student
- Jawahar, I.M.**, & Salegna, G.J. (2001). A quality-driven approach to implementing Performance appraisals. *Published in the Proceedings of the 2001 Meetings of the Decision Sciences Institute*, San Francisco.
- Elango, B., & **Jawahar, I.M.** (2001). The need for differing franchisee attributes across Franchising Systems. *Published in the Proceedings of the 2001 Meetings of the Decision Sciences Institute*, San Francisco.
- Jawahar, I.M.**, & Williams, C. (1997). The performance appraisal purpose effect. In Charles Boyd (Ed.), *Published in the Proceedings of the Human Resources Division of the Southwest Academy of Management Meetings*, (vol. 39, pp. 74-78), New Orleans, Louisiana.

## RESEARCH-RELATED HONORS AND ACCOMPLISHMENTS

*Editor of Career Development International* (September 2007 to present)

<p>2020 Impact Factor – 3.792          2020 CiteScore – 4.2          SJR places CDI in the top quartile among journals in the OB/HR area</p>
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CDI is a premier journal in the Careers area of Management – CDI is listed on Careers division website of the Academy of Management.

I sought and obtained recognition of CDI as an ISI journal by Thomson Reuters. As an ISI journal, CDI is included in SSCI indices.



CDI publishes 7 issues per year and 6 articles per issue. Acceptance rate is less than 10 percent and we received 350 new submissions in 2021.

As Editor, I accept or reject manuscripts. I also handle all communications with my Publisher, Emerald Publishing Group. I am responsible for meeting all production deadlines.

***Executive Committee Member, Careers Division, Academy of Management*** (Aug. 2009 – Aug. 2013).  
Academy of Management is the most prestigious academic association in Management

### ***Research-Related Awards***

University Professor (recognized Founder's Day, February 2012)  
(highest recognition for an administrator at Illinois State University)

College of Business Caterpillar Faculty Scholar Award (2005 & 2002)  
(the highest award given to faculty member in the College of Business)

College of Business Outstanding Researcher Award (2011 & 2002)

Society for Human Resource Management Research Award (1997)  
(aka *The Dale Yoder & Herb Heneman Research Award*) (1997)

Academy of Entrepreneurship Outstanding Research Award (2002)

#### Best Paper Awards

2013, Best Paper Award, Southern Management Association, United States  
2011, Best Paper Award, Administrative Sciences Association of Canada  
2008, Best Paper Award, Administrative Sciences Association of Canada  
2007, Best Paper Award, Administrative Sciences Association of Canada  
2006, Best Paper Award, Southern Management Association, United States  
2004, Best Paper Award, Administrative Sciences Association of Canada

### ***Editorial Board Member***

*Journal of Management* (2002), *Journal of Organizational and End User Computing* (1999-present), *Journal of Managerial Psychology* (2005-present), *Group and Organization Management* (2008-present)

### ***Ad-Hoc Reviewer***

For top journals in field including *Journal of Applied Psychology*, *Academy of Management Review*, *Academy of Management Journal*, *Journal of Management* and *Personnel Psychology*.

### ***Grants***

Principal Investigator of Grants from Coleman Foundation – Total amount \$80,000 (awarded 2009) & \$60,000 (awarded 2011/2012)

***Secured 5*** University Research Grants (URG) – applied for 5 URGs

***Secured 6*** Katie School of Insurance Research grants – applied for 6 Katie grants

**Other**

**Selection Committee Member**, Editor-in-Chief of *Canadian Journal of Administrative Sciences*  
**Executive Board Member**, ISU's Institutional Review Board (summer 1999 – summer 2017)  
**Executive Committee Member**, American National Business Hall of Fame (since March 2007)  
**Executive Board Member**, McLean County Incubator Initiative (December 2009 – Dec. 2011)  
**Recipient** of the College of Business Outstanding Service Award (2003)  
**President**, Bloomington Normal Human Resources chapter of SHRM (2003)

**SERVICE****Illinois State University**

**Recipient** of the **College of Business Outstanding Service Award** (2003)

**Students**

**Recognition:** Recognized by recipients of Outstanding Student Award as most influential faculty member. Selected & initiated by students into Beta Gamma Sigma, Delta Sigma Pi, & Golden Key International Honor Society. Recognized by Red Tassel Mortar Board.

**Internship Coordinator:** During my tenure as an Internship Coordinator, number of students who pursued internships increased by 50%.

**Faculty Advisor**, SHRM ISU Student Chapter (1998 to 2010)

Attended 96% chapter meetings, attended almost all officer meetings  
 Led a team of students to a 2<sup>nd</sup> place finish at the Area III HR Games 3 consecutive years  
 Increased membership in the Chapter by 200% during my tenure  
 Guided the SHRM chapter to their first Superior Merit Award (2001-2002) and to Superior Merit Award every year since – 9 years in a row  
 Chapter received the Outstanding Chapter Award in 2010

**Honors Program:** Helped several students get honors credit by engaging them in research projects

**Independent Study:** I have supervised over 15 students with independent study projects. Many of them worked with me for more than one year.

**Job Search Assistance:** I have written recommendation letters for several students. I have served as a reference to several students. I have called employers and forwarded resumes of students to employers.

**Department**

Department Chair (see duties, responsibilities, & accomplishments described earlier)  
 Assistant Department Chair (August 2006 – July 2007)  
 Served on MQM's DFSC (January 2004 – July 2012)  
 Attended presentations of and met with all the job candidates (*since date of hire- August 98*).  
 Attended all department meetings (except 2 because of scheduling conflict).

## College

**Member**, CFSC (since August 2019)  
**Member**, COB Leadership Team (August 2007 – July 2012)  
**Chaired** Marketing department Chair's 5-year review (2006-2007)  
 Attended **all** College of Business Meetings (August 1998 – July 2012)  
**Member**, Strategic Planning Team, College of Business  
**HRD Team** - Served on the HRD Team (Spring 1999-Spring 2004).  
     **Secretary**, Human Resource Development Team (August 2000 – May 2002)  
     **Member**, Human Resource Development Team (1999-2000)  
         Served on several subteams during my four years on the HRD  
**Team Member**, Katie School Research Committee (1999 – 2002)  
**Coordinated** COB New Faculty Orientation/Get together program (2000, 2001)  
**Coordinated** part of the First Professional Development Conference (Jan 00)

## University

**Associate Provost** (see duties, responsibilities, & accomplishments described earlier)  
**Selection Committee**, University Professor Designation (2013 – present)  
**Member**, Inclusive Community Response Team (since 2020)  
  
**Member**, Selection Committee for Associate Vice President of Undergraduate Studies (1999)  
**Member**, Dean Dixie Mills' Five-year review committee (2006)  
  
**Executive Member**, ISU's Institutional Review Board (summer 1999 – summer 2017)  
 - attended **all** meetings (except one - because I was at a conference)  
 - made myself available throughout the summer session to review protocols  
 - served on "student research subcommittee" (2000 & 2001)  
 - review about 25 IRB protocols (Expedited Reviews & Full Reviews) each year  
 - **served** as **Acting Chair** in the absence of IRB Chair

## Southwestern Oklahoma State University

### Students

**Faculty Advisor**, Management Club, Southwestern Oklahoma State University (1995-1998)  
**Workshops**, Conducted workshops (resume writing & interviewing) every year (1994-1998)  
**Independent Studies**, supervised seven students with independent study projects  
**Recommendation letters**, I have written recommendation letters for several students

### School of Business

**Chair**, Research and Faculty Development Committee (1995-1998)  
**Chair**, Search Committee for Management Faculty (1996-1997)  
**Chair**, Search Committee for Management Faculty (1997-1998)  
**Chair**, Oral Defense of four MBA students  
**Member**, MBA Committee (1994-1998)  
**Member**, Assessment Committees (1994-1998)  
 Attended **all** School of Business Meetings (1994-1998)

## University

**Representative** for the "Management" area on the Articulation Committee of the Board of Regents for Higher Education in Oklahoma (1997-1998)

**Member**, Selection Committee for Vice President for Academic Affairs (1997-1998)

**Member**, General Education University Committee (1995-1998)

**Member**, IAV (distance learning) University Committee (1996-1997)

## Service to Profession

**Editor**, **Career Development International** (*since September 2007*)

**Member**, Editorial Board, **Group and Organization Management** (since 2008)

**Member**, Editorial Board, **Journal of Management** (2002)

**Member**, Editorial Board, **Journal of Organizational & End User Computing** (*since 1999*)

**Member**, Editorial Board, **Journal of Managerial Psychology** (*since 2005*)

### *Ad Hoc Reviewer*

- Journal of Management
- Journal of Applied Psychology
- Academy of Management Review
- Academy of Management Journal
- Psychological Reports
- Journal of Organizational & End User Computing
- Journal of Management Studies
- Personnel Psychology
- Human Relations
  
- HR Division, Academy of Management Meetings
- HR Division, Administrative Sciences Association of Canada

**Session Chair**, 2003 Annual Meetings of the Administrative Sciences Association of Canada

**Discussant**, 2002 Annual Meetings of the Administrative Sciences Association of Canada

**Discussant**, 2000 Annual Meetings of the Administrative Sciences Association of Canada

**President**, Bloomington/Normal Chapter of SHRM (2003)

**President Elect**, Bloomington/Normal Chapter of SHRM (2002)

**Program Chair**, Program Committee of Bloomington/Normal Chapter of SHRM (2001)

**Member**, Program Committee of Bloomington/Normal Chapter of SHRM (1999, 2000)

**Conducted** Wage/Salary Survey for B/N Chapter of SHRM (2002, 2003, 2004)

## Community

**Member**, **BN Advantage Work Force Development Task Force (2015 - 2019)**

Attended monthly meetings and provide an "academic" perspective to inform discussions

**Member, Employer Engagement Committee (2015 - 2019)**

Designed, administered, and presented results of a survey developed to ascertain workforce needs and gaps in talent in McLean County

**Survey, Conducted** survey of the "membership" of YMCA on a voluntary basis

**Conducted** a survey for YWCA of McLean County on a voluntary basis

**Board (of Directors) Member**, Great Plains Family YMCA, Weatherford, Oklahoma (96-98)

**Fundraising**, Fundraised for the YMCA, Weatherford, Oklahoma (96-98)

**PROFESSIONAL DEVELOPMENT**

**Participant**, LISREL workshop, CARMA, Virginia Commonwealth University, Summer 2006

**Participant**, 2001 SHRM Leadership Conference, Arlington, Virginia.

**Participant**, HR/OB Junior Faculty Consortium, 1997 Academy of Mgmt. Meetings, Boston

**Participant**, HR/OB Junior Faculty Consortium, 1996 Academy of Mgmt. Meetings, Cincinnati

**Participant**, (HR) Doctoral Consortium, 1992 Academy of Management Meetings, Las Vegas

**Participant**, 1999 Summer Grant Proposal Writing Workshop, Illinois State University

Attended/participated in several Teaching and Research Workshops, Illinois State University

**Editor Panels**

Since becoming Editor of Career Development International, I have served on multiple Editor Panels at Academy of Management Meetings

**Organized and Conducted Professional Development Workshops**

I have organized and participated in several PDWs at AOM for the benefit of junior faculty  
Some examples are provided below:

Organized PDW - Career development in academia: Advice and experiences of department chairs (2011, 2012, 2013, 2014, 2015, 2016, 2017, 2019, & 2020 AOM).

Participated in PDW - Editors' Panel – Daring to respond? 2014, 2015, & 2016, AOM

Panel Member - OB Doctoral Consortium – 2:30 -4 pm, Saturday, August 7<sup>th</sup>, 2010

Organized PDW on Open Access, 2014 SMA, Savannah, Georgia.

Organized Editorial Panel at the 2015 Annual Indian Academy of Management Meetings, NOIDA campus, New Delhi (December 11-13, 2015).

**Dissertation Committee/External Examiner (last 3 years)**

Sweta Singh, Ph.D. thesis, *Organizational career management practices as a predictor of career satisfaction and intention to quit: A role theory perspective* - Indian Institute of Management – Bangalore, India

T. Shalini, Ph.D. thesis, *A study of factors influencing turnover intention in the IT sector in Chennai and Bangalore (2015-2017)*- University of Madras, India

Sangeeta Vasudevan, Ph.D. thesis, *A study of the impact of employee perceptions about performance appraisal systems on organizational commitment in the IT sector in India* - University of Madras, India

Désirée Schumacher, Ph.D. thesis, *The Influence of job insecurity on employee wellbeing and performance during organizational changes* - Maastricht University, Netherlands

**Research Talks** (last 3 years)

School of Management, St. Ambrose University, Davenport, Iowa, USA

School of Management, Lanzhou University, Lanzhou, Gansu, China

College of Economics & Management, Zhejiang Univ. of Technology, Hangzhou, CN

Department of Management Studies, University of Madras, Chennai, India

**Reference Letters** (last 3 years)

**Promotion to Full Professor** – York University (Canada), University of Oklahoma, University of Missouri, Vrije Universiteit Brussel (Belgium), Massey University (NZ)

**Promotion to Associate Professor and Tenure** – New Mexico State University

**WORK EXPERIENCE**

1987- 1988     **Personnel Officer**, Greaves Chitram Limited, Madras, India.  
Responsible for all personnel functions for unit with 512 employees.  
Reported directly to the Chief Executive Officer/General Manager

**PROFESSIONAL ASSOCIATIONS**

Academy of Management | American Psychological Association | Administrative Sciences Association of Canada | Southern Management Association |

*References Available Upon Request – Thank You!*