

**VITA**  
**RAMON J. ALDAG**

**Glen A. Skillrud Family Chair in Business**  
**Executive Director, Weinert Center for Entrepreneurship**  
**Wisconsin School of Business**  
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Children: Daughter Elizabeth born 12/30/82  
Daughter Katherine born 2/6/85

Date of Birth: February 11, 1945 (Beccles, Suffolk, England)

**EDUCATION**

Ph.D. Michigan State University (1974)  
Major: Management; Minors: Marketing, Finance, Economics

M.B.A. Michigan State University (1968)  
Major: Production Management

B.S. Michigan State University (1966)  
Major: Mechanical Engineering

**PROFESSIONAL  
EXPERIENCE**

June 1982- Present Professor, Department of Management and Co-Director, Center for the Study of Organizational Performance, Graduate School of Business; and Participating Faculty Member, Industrial Relations Research Institute; University of Wisconsin-Madison. Associate Director, Industrial Relations Research Institute until Fall 1983. Appointed Pyle Bascom Professor of Business Leadership, 1992. Appointed Glen A. Skillrud Family Chair in Business, 2001. Department Chair 1986-88 and 1995-99. Co-Director, Weinert Center for Entrepreneurship, Fall 2000-Spring 2002. Executive Director, Weinert Center for Entrepreneurship, Summer 2002-present.

June 1978- June 1982 Associate Professor, and Co-Director, Center for the Study of Organizational Performance (from 10/81), Graduate School of Business; and, Associate Director, Industrial Relations Research Institute;

University of Wisconsin-Madison

- Sept. 1977- June 1978 Assistant Professor, Graduate School of Business; and, Associate Director, Industrial Relations Research Institute; U. of Wisconsin-Madison
- Sept. 1973- Sept. 1977 Assistant Professor, Graduate School of Business and Industrial Relations Research Institute, University of Wisconsin-Madison
- Sept. 1972- June 1973 Instructor, School of Business, Michigan State University.
- Sept. 1966- June 1972 Teaching Assistant, School of Business, Michigan State University
- 1966-1970 Thermal Engineer, Bendix Aerospace Division, Ann Arbor, Michigan

## PROFESSIONAL MEMBERSHIPS

Academy of Management  
Midwest Academy of Management  
Decision Sciences Institute  
Industrial Relations Research Association  
International Association for Business and Society  
INFORMS  
U. S. Association for Small Business and Entrepreneurship

## HONORARY SOCIETIES

Sigma Iota Epsilon (Management)  
Beta Gamma Sigma (Business)  
Pi Tau Sigma (Mechanical Engineering)  
Tau Beta Pi (Engineering)  
Alpha Iota Delta (Decision Sciences)

## OTHER HONORS

On January 10, 2009, the Weinert Center for Entrepreneurship, of which I serve as Executive Director, received the 2009 United States Association of Small Business and Entrepreneurship (USASBE) Model MBA Program award. Earlier in 2008 the Weinert Center was for the first time ranked in the *Princeton Review/Entrepreneur Magazine* top 25 MBA program, ranking #13 in the country and #1 in the Big 10. It ranked #11 in 2009, with the undergraduate program ranking #16 (it's first time in

the top 25). In 2010 the Weinert Center was again a top 25 program at both the undergraduate and graduate levels.

2008 Outstanding Reviewer Award from the *Academy of Management Review*.

Listed in *Who's Who in America*, *Who's Who in American Education*, *Who's Who in the Management Sciences*, and *Who's Who in the World*.

Fellow, national Academy of Management

Deputy Dean, Fellows of the Academy of Management, 2002-2005.

Dean, Fellows of the Academy of Management, 2005-2008.

Named Pyle Bascom Professor of Business Leadership, 1992. Professorship renewed 1998.

Named Glen A. Skillrud Family Chair in Business, 2001. Professorship renewed 2006.

1993 Robert A. Jerred Distinguished Service Award, School of Business, U. of Wisconsin-Madison.

1995 Distinguished Service Award, national Academy of Management

Appointed as a Mary Rennebohm Fellow for the 1999-2000 academic year.

## **I. RESEARCH**

### **I. A. Books and Videotapes**

Aldag, R. J., & Kuzuhara, L. W. *Organizational Behavior: A Skills-Based Approach* (Dubuque, IA: Kendall Hunt Publishing Company, 2009).

Aldag, R. J., & Kuzuhara, L. W. *Mastering Management Skills* (Cincinnati, OH: South-Western Publishing, 2005).

Aldag, R. J., & Kuzuhara, L. W. *Organizational Behavior and Management: An Integrated Skills Approach* (Cincinnati, OH: South-Western Publishing, 2002).

Aldag, R. J., & Joseph, H. J. *Leadership and Vision* (New York: Lehar Friedman Books, 2000). This is one of 12 books in the *New York Times* Pocket MBA Series.

Cunningham, W. H., Aldag, R. J., and Stone, M. *Business in a Changing World*, Fourth Edition (Cincinnati, OH: South-Western College Publishing, 1996).

Cunningham, W. H., Aldag, R. J., and Block, S. *Business in a Changing World*, Third Edition (Cincinnati, OH: South-Western Publishing Company, 1993).

Aldag, R. J. and Stearns, T. M. A series of five videotapes and 32-page video manual to accompany *Management*, 2nd Edition (Cincinnati, OH: South-Western Publishing Company, 1992). These videotapes were coordinated by Trudy Verser and filmed by Kathy Piatt.

Aldag, R. J. and Stearns, T. M. *Management*, 2nd Edition (Cincinnati, OH: South-Western Publishing Company, 1991).

Cunningham, W. H., Aldag, R. J., and Swift, C. *Introduction to Business*, 2nd Edition (Cincinnati, Ohio: South-Western Publishing Company, 1989).

Aldag, R. J. and Stearns, T. M. *Cases, Readings, and Special Topics in Management* (Cincinnati, Ohio: South-Western Publishing Company, 1987).

Aldag, R. J. and Stearns, T. M. *Management* (Cincinnati, Ohio: South-Western Publishing Company, 1987).

Aldag, R. J. *Computer Awareness Exercises* (Cincinnati, Ohio: South-Western Publishing Company, 1985). Manual and computer diskette containing 20 programs to accompany *Introduction to Business*.

Cunningham, W. H., Aldag, R. J., and Swift, C. *Introduction to Business* (Cincinnati, Ohio: South-Western Publishing Company, 1984).

Aldag, R. J. and Brief, A. P. *Managing Organizational Behavior* (St. Paul, Minnesota: West Publishing Company, 1981).

Aldag, R. J. and Brief, A. P. *Task Design and Employee Motivation* (Glenview, Illinois: Scott, Foresman and Company, 1979).

## **I. B. Journal Articles**

Aldag, R. J. Behavioral decision making: Implications for leadership and organizations. *Journal of Leadership and Organizational Studies*, in press.

McLain, D. L., & Aldag, R. J. Complexity and familiarity with computer assistance when making ill-structured business decisions. *International Journal of Information Technology and Decision Making*, 2009, 8(3), 407-426.

Aldag, R. J., & Sherony, K. A spoonful of sugar: Some thoughts on "Fun at Work." *Current Issues in Management*, Summer 2001.

- Castaneda, M. B., Kolenko, T., & Aldag, R. J. Self-management perceptions and practices: A structural equations analysis. *Journal of Organizational Behavior*, 1999, 20, 101-120.
- Mills, B., & Aldag, R. J. Exploring the relationships between object relations/reality testing functioning, coping styles, and somatic tension. *Journal of Business and Psychology*, 1999, 14, 5-24.
- Fuller, S. R., & Aldag, R. J. Organizational Tonypandy: Lessons from 25 years of the groupthink phenomenon. *Organizational Behavior and Human Decision Processes*, 1998, 73, 163-184.
- Aldag, R. J. Moving sofas and exhuming woodchucks: On relevance, impact, and the following of fads. *Journal of Management Inquiry*, 1997, 6, 8-16. This article was followed by invited commentaries by Janice Beyer, Raymond Miles, and Richard Mowday.
- Aldag, R. J. Making and remaking the profession in whose image, and toward what end? *Journal of Management Inquiry*, 1996, 5, 326-339.
- Aldag, R. J., & Fuller, S. R. Holding a mirror to management research: On creativity, elitism, and the defense of dogmatism. *Journal of Management Inquiry*, 1995, 4, 341-344.
- Aldag, R. J., & Fuller, S. R. Research advisory boards to facilitate organizational research. *Journal of Management Inquiry*, 1995, 4, 41-51.
- Power, D. J., Meyeraan, S. L., & Aldag, R. J. Impacts of problem structure and computerized decision aids on decision attitudes and behaviors. *Information and Management*, 1994, 26, 281-294.
- Power, D. J., Roth, R. M., & Aldag, R. J. A review of decision-aiding software: A management education perspective. *Journal of Management Education*, 1993, 17, 520-529.
- Aldag, R. J. and Fuller, S. R. Beyond fiasco: A reappraisal of the groupthink phenomenon and a new model of group decision processes. *Psychological Bulletin*, 1993, 113, 553-552.
- Hawk, S. R. and Aldag, R. J. Measurement biases in user involvement research. *Omega*, 1990, 18, 605-613.
- Aldag, R. J. Actual versus reported work preferences. *Psychological Reports*, 1990, 67, 752-754.
- Utecht, K. M. and Aldag, R. J. Alternative approaches to assessment of vacation discrepancy: A reply to Lounsbury and Franz. *Psychological Reports*, 1990, 66, 977-978.
- Utecht, K. M. and Aldag, R. J. Vacation discrepancy: Correlates of individual differences and outcomes. *Psychological Reports*, 1989, 65, 867-882.

- Aldag, R. J. and Stearns, T. M. Issues in research methodology. *Journal of Management*, 1988, 14, 253-276.
- Aldag, R. J. and Power, D. J. An empirical assessment of computer-assisted decision analysis. *Decision Sciences*, 1986, 17, 572-588.
- Power, D. J. and Aldag, R. J. Soelberg's job search and choice model: A clarification, review, and critique. *Academy of Management Review*, 1985, 10, 48-58.
- Aldag, R. J. and Jackson, D. W., Jr. Measurement and correlates of social attitudes. *Journal of Business Ethics*, 1984, 3, 143-151.
- Brief, A. P. and Aldag, R. J. The "self" in work organizations: A conceptual review. *Academy of Management Review*, 1981, 6, 75-88.
- Brief, A. P., Aldag, R. J., Russell, C. and Rude, D. Leader behavior in a police organization revisited. *Human Relations*, 1981, 34, 1037-1051. Also, paper presented at the forty-first annual meeting of the national Academy of Management, San Diego, August 1981.
- Aldag, R. J., Barr, S. H., and Brief, A. P. Measurement of perceived task characteristics. *Psychological Bulletin*, 1981, 90, 415-431.
- Brief, A. P., Aldag, R. J., Darrow, A. L. and Power, D. J. Examination of responses of registered nurses to the Manifest Needs Questionnaire. *Psychological Reports*, 1980, 46, 1233-1234.
- Brief, A. P. and Aldag, R. J. Antecedents of organizational commitment among hospital nurses. *Sociology of Work and Occupations*, 1980, 7, 210-221.
- Jackson, D. W., Jr. and Aldag, R. J. Planning for corporate social actions. *Managerial Planning*, 1980, 29, 28-33.
- Aldag, R. J. and Brief, A. P. Examination of a measure of higher order need strength. *Human Relations*, 1979, 32, 705-718. Also, paper presented at the annual meeting of the Midwest Division of the Academy of Management, Milwaukee, April 1977. *Proceedings of the Twentieth Annual Meeting of the Midwest Academy of Management*, 1977, 20, 133-143.
- Brief, A. P., Aldag, R. J. and Russell, C. J. An analysis of power in a work setting. *Journal of Social Psychology*, 1979, 109, 289-295.
- Brief, A. P., Aldag, R. J., Van Sell, M. and Melone, M. Anticipatory socialization and role stress among registered nurses. *Journal of Health and Social Behavior*, 1979, 20, 161-165.
- Brief, A. P., Van Sell, M. and Aldag, R. J. Vocational decision making among women: Implications for organizational behavior. *Academy of Management Review*, 1979, 4, 521-530.

- Aldag, R. J. and Brief, A. P. Some correlates of women's self-image and stereotypes of femininity. *Sex Roles: A Journal of Research*, 1979, 5, 319-328. Also, paper presented at the 37th annual meeting of the national Academy of Management, Orlando, Florida, 1977.
- Brief, A. P., Aldag, R. J. and Van Sell, M. Job satisfaction among married working women. *Journal of Employment Counseling*, 1979, 16, 38-42. Also, paper presented at the 37th annual meeting of the national Academy of Management, Orlando, Florida, 1977.
- Aldag, R. J. and Brief, A. P. Supervisory style and police role stress. *Journal of Police Science and Administration*, 1978, 6, 362-367.
- Aldag, R. J. and Brief, A. P. Examination of alternative models of job satisfaction. *Human Relations*, 1978, 31, 91-98. Also, paper presented at the meetings of the Midwest American Institute for Decision Sciences, Detroit, May 1976. *Proceedings of the 7th Annual Meeting of the Midwest American Institute for Decision Sciences*, 1976, 7, 38-40.
- Brief, A. P. and Aldag, R. J. The Job Characteristics Inventory: An examination. *Academy of Management Journal*, 1978, 21, 659-670. Also, paper presented at the Ninth Annual Meeting of the American Institute for Decision Sciences, Chicago, October 1977.
- Filley, A. C. and Aldag, R. J. Characteristics and measurement of an organizational typology. *Academy of Management Journal*, 1978, 21, 578-591.
- Brief, A. P., Van Sell, M. and Aldag, R. J. Job scope-employee reaction relationships: Methodological considerations. *Journal of Management*, 1978, 4(2), 27-32.
- Brief, A. P., Aldag, R. J. and Jacox, A. K. The impact of task characteristics on employee responses in hospital nursing. *Nursing Administration Quarterly*, 1978, 2, 107-114. Also, paper presented at the 36th annual meeting of the national Academy of Management, Kansas City, August 1976.
- Brief, A. P., Aldag, R. J. and Van Sell, M. Moderators of the relationships between self and superior evaluations of job performance. *Journal of Occupational Psychology*, 1977, 50, 129-134. Abstracted in *Administration in Social Work*. Also, paper presented at the 37th annual meeting of the national Academy of Management, Orlando, Florida, 1977.
- Aldag, R. J. and Brief, A. P. Age, work values, and employee reactions. *Journal of Industrial Gerontology*, 1977, 4, 192-197. Also, paper presented at the annual meeting of the Midwest American Institute for Decision Sciences, Cleveland, May 1977. *Proceedings of the Eighth Annual Midwest AIDS Conference*, 1977, 8, 253-255.
- Brief, A. P. and Aldag, R. J. The intrinsic-extrinsic dichotomy: Toward conceptual clarity. *Academy of Management Review*, 1977, 2, 496-500.
- Aldag, R. J. and Brief, A. P. Relationships between leader behavior variability indices and subordinate responses. *Personnel Psychology*, 1977, 30, 419-426. Also, paper presented at

- the annual meetings of the Midwest Division of the Academy of Management, Milwaukee, April 1977. *Proceedings of the Twentieth Annual Meeting of the Midwest Academy of Management*, 1977, 20, 309-315. Abstracted in *Administration in Social Work*.
- Brief, A. P. and Aldag, R. J. Work values as moderators of perceived leader behavior-satisfaction relationships. *Sociology of Work and Occupations*, 1977, 4, 99-112. Also, paper presented at the annual meetings of the Midwest American Institute for Decision Sciences, Detroit, May 1976. *Proceedings of the Seventh Annual Conference of the Midwest American Institute for Decision Sciences*, 1976, 7, 34-37.
- Aldag, R. J., and Jackson, D. Assessment of attitudes toward social responsibilities. *Journal of Business Administration*, 1977, 8(2), 65-80. Also, paper presented at the national meetings of the American Institute for Decision Sciences, San Francisco, November 1976. *Proceedings of the Eighth Annual Conference of the American Institute for Decision Sciences*, 1976, 8, 247-249.
- Brief, A. P., Rose, G. L. and Aldag, R. J. Sex differences in preferences for job attributes revisited. *Journal of Applied Psychology*, 1977, 62, 645-646.
- Schuler, R., Aldag, R. J. and Brief, A. P. Role conflict and ambiguity: A scale analysis. *Organizational Behavior and Human Performance*, 1977, 20, 111-128.
- Brief, A. P., Aldag, R. J. and Chacko, T. I. The Miner Sentence Completion Scale: An appraisal. *Academy of Management Journal*, 1977, 20, 635-643. Also, paper presented at the national meetings of the American Institute for Decision Sciences, San Francisco, November 1976. *Proceedings of the Eighth Annual Conference of the American Institute for Decision Sciences*, 1976, 8, 171-172.
- Dunham, R. B., Aldag, R. J. and Brief, A. P. Dimensionality of job design as measured by the Job Diagnostic Survey. *Academy of Management Journal*, 1977, 20, 209-223. Also, paper presented at the national meetings of the Academy of Management, Kansas City, August 1976. *Proceedings of the 36th Annual Meeting of the Academy of Management*, 1976, 36, 89-93.
- Aldag, R. J., Brief, A. P. and Wallden, R. A. Some correlates of policemen's attitudes toward citizenry. *Psychological Reports*, 1976, 39, 543-548. Also, paper presented at the meetings of the Midwest Division of the Academy of Management, St. Louis, April 1976. *Proceedings of the 19th Annual Conference of the Midwest Division of the Academy of Management*, 1976, 19, 135-142.
- Brief, A. P., Aldag, R. J. and Wallden, R. A. Correlates of supervisory style among policemen. *Criminal Justice and Behavior*, 1976, 3, 263-271.
- Brief, A. P., Munro, J. L. and Aldag, R. J. Correctional employees' reactions to job characteristics. *Journal of Criminal Justice*, 1976, 4, 223-230.



- Brief, A. P. and Aldag, R. J. Correlates of role indices. *Journal of Applied Psychology*, 1976, 61, 468-472.
- Brief, A. P., Wallace, M. J. and Aldag, R. J. Linear vs. non-linear models of the formation of affective reactions: The case of job enlargement. *Decision Sciences*, 1976, 7, 1-9. Also, paper presented at the national meetings of the American Institute for Decision Sciences, Cincinnati, Ohio, November, 1975. *Proceedings of the Seventh Annual Meeting of the American Institute for Decision Sciences*, 1975, 7, 60-62.
- Aldag, R. J. and Brief, A. P. Some correlates of work values. *Journal of Applied Psychology*, 1975, 60, 757-760. Also, paper presented at the annual meetings of the American Institute for Decision Sciences, Cincinnati, Ohio, November, 1975. *Proceedings of the Seventh Annual Meeting of the American Institute for Decision Sciences*, 1975, 7, 292-293. Reprinted in *Vocational Guidance and Career Development*, edited by H. J. Peters and J. C. Hansen (Macmillan Publishing Co., Inc., 1977).
- Aldag, R. J. and Brief, A. P. Age and reactions to task characteristics. *Journal of Industrial Gerontology*, 1975, 14, 223-229. Reprinted in *Journal of Employment Counseling*, 1976, 13, 109-114.
- Brief, A. P. and Aldag, R. J. Employee reactions to task characteristics: A constructive replication. *Journal of Applied Psychology*, 1975, 60, 182-186.
- Aldag, R. J. and Brief, A. P. Impact of individual differences on employee affective responses to task characteristics. *Journal of Business Research*, 1975, 3, 311-322.
- Brief, A. P. and Aldag, R. J. Male-female differences in occupational attitudes within minority groups. *Journal of Vocational Behavior*, 1975, 6, 305-314.
- Aldag, R. J. and Jackson, D. A managerial framework for social decision-making. *Business Topics*, 1975, 23, 33-40. Reprinted in four books.
- Jackson, D. and Aldag, R. J. Managing the sales force by objectives. *Business Topics*, 1974, 22, 53-59. Reprinted in five books.
- Aldag, R. J. and Delbecq, A. L. Tradeoffs and conflicts in evaluation of health system alternatives: Comments on the McClain and Rao methodology. *Health Services Research*, 1974, 9, 149-151.
- Tosi, H., Aldag, R. J. and Storey, R. G. Comment on the Lawrence and Lorsch reply. *Administrative Science Quarterly*, 1973, 18, 398-400.
- Tosi, H., Aldag, R. J. and Storey, R. G. On the measurement of the environment: An assessment of the Lawrence and Lorsch Environmental Uncertainty Subscales. *Administrative Science Quarterly*, 1973, 18, 27-36.

## I.C. Book Chapters & Monographs

- Aldag, R. J. (in press). Groupthink. *Encyclopedia of Management Theory*, Eric H. Kessler (Ed.), Thousand Oaks, CA: Sage Publications).
- Aldag, R. J. (2008). Four entries appearing in Robert Kolb (Ed.), *The Encyclopedia of Business Ethics and Society* (Sage Publications), including:
- Open-book management (Vol. 4, pp. 1541-1543)
  - *Chaebol* (Vol. 1, pp. 274-275)
  - Toxic waste (Vol. 5, pp. 2080-2084)
  - Supererogation (Vol. 4, pp. 2025-2027)
- Aldag, R. J. (2008). Monkey Wrenching. In J. B. Callicott & R. Frodeman (Eds.) *Encyclopedia of Environmental Ethics and Philosophy* (MacMillan Reference USA), p. 311.
- Aldag, R. J., & Fuller, S. R. (2004). Groupthink. In C. Spielberger (Ed.), *Encyclopedia of Applied Psychology*, Volume 2, 143-151 (Oxford: Elsevier).
- Baker, T., Aldag, R. J., & Blair, E. (2004) Gender and entrepreneurial opportunity evaluation. In W. D. Bygrave, et al., (Eds.), *Frontiers of Entrepreneurship Research*, 23<sup>rd</sup> Edition, 689 – 703 (Wellesley, MA: Babson College). Articles appearing in this volume were chosen as the best papers presented at the 23<sup>rd</sup> Babson Kauffman Entrepreneurship Research Conference, 2003.
- Zellmer-Bruhn, M. E., Gibson, C. B., & Aldag, R. J. Time flies like an arrow: Tracing antecedents and consequences of temporal elements of organizational culture. In C. Cooper, S. Cartwright, and C. Earley (Eds.), *Handbook of Organizational Culture and Climate*. Chichester, England: John Wiley & Sons, Ltd., 2001, 21-52.
- Fuller, S. R., & Aldag, R. J. The GGPS Model: Broadening the perspective on group problem solving. In M. Turner (Ed.), *Groups at Work: Advances in Theory and Research*. Lawrence Erlbaum Associates, Inc., 2001, 3-24.
- Aldag, R. J., & Antonioni, D. *Mission Values and Leadership Styles in Credit Unions*. Madison, WI: Filene Research Institute, 1999.
- Grube, J. A., & Aldag, R. J. *How Organizational Values Affect Credit Union Performance*. Madison, WI: Filene Research Institute, 1997. 84 pages.
- Filley, A. C., & Aldag, R. J. Organizational growth and types. In H. Tosi (Ed.), *The Environment/Organization/ Person Contingency Model*, Second Edition (Greenwich, CT: JAI Press), in press.
- Fuller, S. R., & Aldag, R. J. Challenging the mindguards: Moving small group decision making beyond groupthink. In P. 't Hart, E. Stern, & B. Sundelius (Eds.), *Beyond Groupthink: Political Group Dynamics and Foreign Policymaking* (Stockholm: Stockholm Center for

Organizational Research, 1995), pp. 55-93. This volume was also published as *Beyond Groupthink* (Ann Arbor: University of Michigan Press).

Brief, A. P., & Aldag, R. J. The study of work values. In I. Borg & P. Mohler (Eds.), *Trends and Perspectives in Empirical Research* (Berlin: Walter de Gruyter & Co., 1994). This volume celebrates the 20th anniversary of the Center for Surveys, Methods, and Analyses (ZUMA) in Mannheim, Germany.

Brief, A. P., & Aldag, R. J. The economic functions of work. In K. M. Rowland and G. R. Ferris (Eds.), *Research in Personnel and Human Resources Management*, Vol. 7 (Greenwich, CT: JAI Press, 1989), pages 1-23.

Schwab, D. P., Rynes, S. and Aldag, R. J. Theories and research on job search and choice. In K. M. Rowland and G. R. Ferris (Eds.), *Research in Personnel and Human Resources Management*, Vol. 5, edited (Greenwich, CT: JAI Press, 1987), pages 129-166. Reprinted in *Organizational Entry* (Greenwich, CT: JAI Press, 1990), pages 1-38.

Filley, A. C. and Aldag, R. J. Organizational growth and types: Lessons from small institutions. In Barry M. Staw and L. L. Cummings (Eds.), *Research in Organizational Behavior*, Vol. 2, (Greenwich, Connecticut, JAI Press, 1980), pages 279-320.

Filley, A. C. and Aldag, R. J. Policy implications for small business growth and survival. In A. C. Cooper and W. C. Dunkelberg (Eds.), *The Regional Environment for Small Business and Entrepreneurship, Region V* (Milwaukee: The Center for Venture Management, 1979).

Aldag, R. J. and Bartol, K. M. Empirical studies of corporate performance and policy: A survey of problems and results. In Lee E. Preston (Ed.), *Research in Corporate Social Performance and Policy*, Vol. 1 (Greenwich, Connecticut; JAI Press, 1978), pages 165-199.

## I. D. Book Reviews

Aldag, R. J. (2008). Review of J. M. Bartunek, M. A. Hinsdale, & J. F. Keenan (Eds.), *Church Ethics and Its Organizational Context: Learning from the Sex Abuse Scandal in the Catholic Church*. (Lanham, MD: Rowman & Littlefield Publishers). *Administrative Science Quarterly*.

Aldag, R. J. (2004). Review of A. Cohen, *Multiple Commitments in the Workplace: An Integrative Approach* (Mahwah, NJ: Lawrence Erlbaum Associates). *Administrative Science Quarterly*, 2004, 9(2), 315-318.

Aldag, R. J. Review essay on *Crucial Decisions: Leadership in Policymaking and Crisis Management*, by Irving Janis. *Leadership Quarterly*, 1991, 2(2), 141-155.

Aldag, R. J. Review of *Assessment Centers and Managerial Performance*, by G. C. Thornton III and W. C. Byham. *Contemporary Psychology*, 1984, 29, 719-720.

Aldag, R. J. Review of *Organizational Functioning: A Behavioural Analysis*, by M. C. Knowles. *Academy of Management Review*, 1981, 6, 517-518.

Aldag, R. J. Review of *Decision Making: A Psychological Analysis of Conflict, Choice, and Commitment*, by I. L. Janis and L. Mann. *Academy of Management Review*, 1980, 5, 141-143.

### **I. E. Presentation Series Editor and Participant**

Aldag, R. J. Henry Stewart Talks Organizational Behavior Series (Editor and Presenter). In this series I have assembled experts to make narrated Power-Point presentations for 26 organizational behavior topics. All presentations are to be completed by December 2012.

### **I. F. Papers Presented at Professional Meetings**

Douglas, D. O., & Aldag, R. J. Head, heart, and hands: What influences student decision making? Annual meeting of the Wisconsin Association for Talented and Gifted, Wisconsin Dells, WI, October 6, 2011.

Peddibottla, N., McLain, D. L., & Aldag, R. J. The role of feedback intervention in effective knowledge sourcing. Academy of Management Annual Meeting, San Antonio, TX, August 15, 2011.

McLain, D., Peddibotla, N., & Aldag, R. J. Web availability and managerial decision making. Decision Sciences Institute Annual Meeting, San Diego, CA, November 22, 2010.

Aldag, R. J. Strategizing, leading, and motivating: Lessons from behavioral decision making. Keynote address at the annual meeting of the Midwest Academy of Management, Grand Forks, North Dakota, October 15, 2010.

Douglas, D. O., & Aldag, R. J. The changing paradigm of leadership in the 21<sup>st</sup> century. Annual meeting of the Wisconsin Association for Talented and Gifted, Sheboygan, WI, October 8, 2010.

Aldag, R. J. Organizational culture and culture fit: Linking organizational culture, policies and practices, and people. Keynote address at the International Conference on Workforce Education and Development (ICOWED), Taipei, Taiwan, October 31, 2007.

Aldag, R. J. Panelist in the Organizational Behavior Not-So-Junior Mid-Career Faculty Workshop on the topic of "Career Lessons Learned" at the meetings of the national Academy of Management, Philadelphia, PA, August 4, 2007.

- Aldag, R. J. Emotions and leadership in an entrepreneurial context. Paper presented at the meetings of the national Academy of Management, Atlanta, August 2006.
- Havlovic, S. J. and Aldag, R. J. Coping with work-related stress: A meta-analysis of healthcare workers. Paper presented at the meetings of the Canadian Industrial Relations Association, Toronto, June 2006.
- Aldag, R. J. Rethinking followership: New paradigms, perspectives, and practices. Featured speaker at the Rethinking Followership Conference, Claremont, California, February 2006.
- Aldag, R. J. Organizer, with A. Kinkade, of a symposium titled "The Role of Governance in Corporate Social Responsibility" presented at the 65<sup>th</sup> Annual Meeting of the Academy of Management, Honolulu, HI, August 8, 2005.
- R. J. Aldag Groupthink as received doctrine. Presented in a symposium titled "Received Doctrines: Scientific, Professional, Ethical, and Legal Issues," 19<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, IL, April 2-4, 2004.
- Aldag, R. J., and Kuzuhara, L. W. Expanding the Nomological Net of Emotional Intelligence. Presented at the national meetings of the American Psychological Society, Atlanta, GA, May 30, 2003.
- Baker, T., Aldag, R. J., & Blair, E. Gender and Entrepreneurial Opportunity Evaluation. Presented at the 23<sup>rd</sup> Babson Kauffman Entrepreneurship Research Conference, June 5-7, 2003.
- Berkley, R. A., & Aldag, R. J. Isn't It Ironic? Use of Deception to Avoid Perceived Deception. Presented at the 63<sup>rd</sup> Annual Meeting of the Academy of Management, Seattle, WA, August 4, 2003.
- Baker, T., Aldag, R. J., & Blair, E. Gender Differences in Opportunity Evaluation. Paper presented in a symposium titled "Gender and Entrepreneurship: Opportunity Generation, Access, Awareness, Evaluation, & Exploitation," at the 63<sup>rd</sup> Annual Meeting of the Academy of Management, Seattle, WA, August 4, 2003.
- Carayon, P., Aldag, R. J., Hoonakker, P., & Schwarz, J. Retention and Turnover in the IT Workforce: Gender, Minority Status, and Job and Organization Factors. Paper presented in a symposium titled "Diversity and the Leaky Pipeline: Interaction Patterns, Job Search Choices, and Retention," at the 63<sup>rd</sup> Annual Meeting of the Academy of Management, Seattle, WA, August 5, 2003.
- Aldag, R. J. Participant in a symposium titled "Leadership and Emotions: A Multiple Perspective Approach," presented at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology (SIOP), Toronto, April 12-14, 2002.
- Aldag, R. J., Zellmer-Bruhn, M., & Brothers, L. Prison, orchestra, gambler, mouse: Exploration of an organizational metaphor scale. Paper presented at the meetings of the American Psychological Society, New Orleans, June 2002 (poster session).

- Aldag, R. J., & Sherony, K. Fun at work: Measurement and correlates. Paper presented at the meetings of the American Psychological Society, New Orleans, June 2002 (poster session).
- Aldag, R. J. Participant in a symposium titled "New Directions for Leadership Theory and Research" presented at the meetings of the Society for Industrial and Organizational Psychology, San Diego, April 2001.
- Aldag, R. J. Participant in a session titled "The Presidents Speak," Midwest Academy of Management, Chicago, March 31, 2000.
- Aldag, R. J. Establishing a research program. Invited presentation in the doctoral consortium of the Midwest Academy of Management, Chicago, March 31, 2000.
- Aldag, R. J. Establishing a research program. Invited presentation in the doctoral consortium of the Midwest Academy of Management, Lincoln, NE, April 1999.
- Aldag, R. J. Cultural fit as an employability factor. Invited presentation to the 1999 College and University Personnel Association (CUPA) Midwest Regional Conference, Milwaukee, WI, May 1999.
- Aldag, R. J. The evolution of social issues in management during the '90s. In a symposium titled "The Evolution of Social Issues in Management from 1960-1997; the Presidents Speak," national Academy of Management, Boston, August 1997.
- Aldag, R. J. Emerging trends in organizational behavior: Theory and research. Invited presentation at the Midwest Academy of Management, Ann Arbor, Michigan, April 1997.
- Aldag, R. J., & Storey, R. S. Perceived environmental uncertainty: An integrated explanatory model. Paper presented at the national meetings of the Decision Sciences Institute, Orlando, Florida, November 1996. Abstracted in *Proceedings*, p. 338.
- McLain, D. L., & Aldag, R. J. Using computerized decision aids for ill-structured problems: The effects of familiarization and aid complexity. Paper presented at the national meetings of the Decision Sciences Institute, November 1996. Abstracted in *Proceedings*, p. 512.
- Participant in a debate titled, "Groupthink: Hoax or Valuable Contribution?" at the 1996 annual conference of the national Society for Industrial and Organizational Psychology, San Diego, California, March 1996.
- McLain, D. L., & Aldag, R. J. Ambiguity tolerance and computer-aided strategic decision making. Paper presented at the national meetings of the Academy of Management, Cincinnati, Ohio, August 1996. Abstracted in *Proceedings*, p. 552.

- Aldag, R. J. Invited presentation in a workshop titled "The psychodynamics of organizational behavior" at the national meetings of the Decision Sciences Institute, Honolulu, November 1994.
- Castaneda, M. B., Kolenko, T., & Aldag, R. J. Self-management perceptions and practices: A structural equations analysis. Paper presented at the national meetings of the Academy of Management, Dallas, August 1994.
- Mills, B., & Aldag, R. J. An exploratory examination of the roles of deflection in organizational behavior. Paper presented at the meetings of the Association of Management, Organization Studies Group, Dallas, August 1994.
- Aldag, R. J., & Kolenko, T. A. Linking self-management perceptions, self-management practices, and managerial outcomes. Paper presented in a symposium on self-management at the annual meeting of The Association of Employment Practices and Principles, San Diego, October 1993.
- Aldag, R. J. Images of the Academy. Presidential address to the Academy of Management. Printed in the *Academy of Management Newsletter*, Fall 1992, 1-3.
- Power, D. J., Meyeraan, S. L., & Aldag, R. J. Impacts of problem structure and computerized decision aids on decision attitudes and behaviors. Paper presented at the annual meeting of the Academy of Management, Las Vegas, August 1992.
- Keenan, J. P., Aldag, R. J., and Joseph, H. J. Developing an identity as a manager: A construct, model, and conceptual issues. Paper presented at the meetings of the Council on Employee Responsibilities and Rights, Virginia Beach, Virginia, October 1991.
- Power, D. J., Roth, R., and Aldag, R. J. Computer-aided planning and decision making: A tool for business case analysis? Paper presented at the annual meeting of the Midwest Society for Case Research, Chicago, April 1991.
- Power, D. J., Rubenson, G. C., and Aldag, R. J. Routine corporate acquisition programs: An empirical examination. Paper presented at the annual meeting of the national Decision Sciences Institute, San Diego, November 1990. Abstracted in *Proceedings*, 1371.
- Aldag, R. J. and Fuller, S. R. Challenging the mindguards: A critical reappraisal of the groupthink phenomenon and an expanded model of group decision processes. Paper presented at the annual meeting of the national Decision Sciences Institute, San Diego, November 1990. Summarized in *Proceedings*, 1385-1387.
- Kolenko, T. A. and Aldag, R. J. Self-management, task design, and work outcomes. Paper presented at the 26th Annual Meeting of the Eastern Academy of Management, 1989. *Proceedings*, 53-55.

- Kolenko, T. A. and Aldag, R. J. Congruence perceptions and managerial career/work outcomes: An exploratory analysis. Paper presented at the meeting of the Academy of Management, Washington, D.C., August 1989.
- Joseph, H. J., Aldag, R. J. and Keenan, J. P. Identity as a manager: A replication and extension. Paper presented at the annual meeting of the Decision Sciences Institute, Las Vegas, November 1988. *Proceedings of the 1988 Annual Meeting*, 838-842.
- Aldag, R. J. An integration of current and emerging decision methodologies for understanding search behavior. Paper presented in a symposium titled "Alternative decision-making techniques for understanding search behavior" held at the annual meeting of the Decision Sciences Institute, Las Vegas, November 1988.
- Filley, A. C. and Aldag, R. J. Venture age and growth within organization types. Paper presented at the Eighth Annual Babson Entrepreneurial Research Conference, Calgary, Canada, May 1988. Also, published in *Frontiers in Entrepreneurship Research*, 1988.
- Aldag, R. J. and Stearns, T. M. Emerging organizational research methodologies. Paper presented at the annual meeting of the Southern Management Association, New Orleans, November 1987.
- Filley, A. C. and Aldag, R. J. A within-industry examination of an organizational typology. Paper presented at the annual meeting of the United States Association for Small Business and Entrepreneurship, Milwaukee, October 1987. Published in *Proceedings*, pp. 153-159.
- Joseph, H. J., Aldag, R. J., and Keenan, J. P. Identity as a manager: Measurement, determinants, and career consequences. Paper presented at the Forty-Seventh Annual Meeting of the Academy of Management, New Orleans, LA, August 1987.
- Kolenko, T. and Aldag, R. J. Self-directed career management. Paper presented at the annual meeting of the national Academy of Management, Chicago, August 1986.
- Latack, J. C. and Aldag, R. J. The dynamic constellation of coping: An examination of measures across samples and job situations. Paper presented at the annual meeting of the national Decision Sciences Institute, Honolulu, November 1986. Summarized in *Proceedings*, pp. 974-976.
- Kolenko, T. A., Aldag, R. J., and Dunham, R. B. Assessing the impact of person-job fit using the Position Analysis Questionnaire (PAQ) and the Job Activity Preference Questionnaire (JAPQ). Paper presented at the 17th annual meeting of the national American Institute for Decision Sciences, Las Vegas, November 1985. Abstracted in *Proceedings*, p. 685.
- Aldag, R. J. and Power, D. J. Computer-aided decision making: Developments, research, and impacts. Paper presented at the 17th annual meeting of the national American Institute for Decision Sciences, Las Vegas, November 1985. *Proceedings*, pp. 99-101.



- Rosen, M. I., Aldag, R. J. and Joseph, H. J. Work-place coping: Development of a structural equation model. Paper presented at the 17th annual meeting of the national American Institute for Decision Sciences, Las Vegas, November 1985. *Proceedings*, pp. 616-618. [This paper was chosen as best theoretical/empirical paper from among the 435 papers presented].
- Aldag, R. J. Leadership unchained: Determinants and consequences of leader behavior variability. Paper presented at the 28th annual meeting of the Midwest Academy of Management, Champaign, Illinois, April 1985.
- Aldag, R. J. An empirical assessment of computer-assisted decision making. Paper presented at the 16th annual meeting of the national American Institute for Decision Sciences, Toronto, November 1984. *Proceedings*.
- Aldag, R. J., Joseph, H. J. and Latack, J. C. An examination of determinants and consequences of coping behaviors. Paper presented at the 16th annual meeting of the national American Institute for Decision Sciences, Toronto, November 1984. Abstracted in *Proceedings*.
- Aldag, R. J. Self management: Needs, reasons for neglect, and research directions. Paper presented in a symposium entitled "The study of self-management: Alternative approaches, evidence, and recommendations" at the 16th annual meeting of the national American Institute for Decision Sciences, Toronto, November 1984. *Proceedings*.
- Kolenko, T. A. and Aldag, R. J. Self management practices, self-reinforcement perceptions, and employee responses. Paper presented at the 16th annual meeting of the national American Institute for Decision Sciences, Toronto, November 1984. *Proceedings*.
- Storey, R. G. and Aldag, R. J. Perceived environmental uncertainty: A test of an integrated explanatory model. Paper presented at the meetings of the national Academy of Management, Dallas, August 1983.
- Aldag, R. J., Brief, A. P. and Kolenko, T. A. An examination of self-reinforcement systems. Paper presented at the national meetings of the Academy of Management, August 1983.
- Cats-Baril, W. and Aldag, R. J. Manipulating creativity to increase decision making effectiveness. Paper presented at the joint national TIMS/ORSA meetings, Chicago, April 1983.
- Aldag, R. J. Integration and implications for decision making. Paper presented in a symposium entitled "Decision making in organizational entry" at the 14th annual meetings of the national American Institute for Decision Sciences, San Francisco, November 1982.
- Aldag, R. J. The need for computer-aided decision making instruction. And, Evaluation of computer-aided learning. Papers presented in a symposium entitled "Micro-computers in management decision making instruction" at the 42nd annual meeting of the national Academy of Management, New York, August 1982.

Aldag, R. J. and Brief, A. P. What should we be measuring in task design? Paper presented in a symposium entitled "Emerging Issues in Task Design" at the 30th annual meeting of the national American Institute for Decision Sciences, Boston, November 1981.

Power, D. J. and Aldag, R. J. Job search and choice: A clarification and elaboration of Soelberg's model. Paper presented at the 41st annual meeting of the national Academy of Management, San Diego, August 1981.

Kahl, D. R., Brief, A. P. and Aldag, R. J. Item omissions in survey research. Paper presented at the 40th annual meeting of the national Academy of Management, Detroit, August 1980.

Legge, R. S. and Aldag, R. J. The "leading" management consulting firms: Some characteristics and their correlates. Paper presented at the 40th annual meeting of the national Academy of Management, Detroit, August 1980.

Brief, A. P., Van Sell, M. and Aldag, R. J. Job satisfaction among full-time and part-time employees. Paper presented at the meetings of the Midwest Division of the Academy of Management, Cincinnati, April 1980. *Proceedings of the 23rd Annual Conference of the Midwest Academy of Management*, 1980, 23, 429-435.

Aldag, R. J. Organizational growth and types. Paper presented at the joint meetings of the Operations Research Society of America and The Institute for Management Sciences, Milwaukee, October 1979.

Brief, A. P., Van Sell, M. and Aldag, R. J. Socialization processes prior to organizational contact: The case of women. Paper presented at the meetings of the national Academy of Management, Atlanta, August 1979.

Aldag, R. J. and Storey, R. G. Perceived environmental uncertainty: Measurement and correlates. Paper presented at the meetings of the national Academy of Management, Atlanta, August 1979.

Storey, R. G. and Aldag, R. J. Measuring the organizational environment: Some evidence on the relative validities of perceptual and objective indices. Paper presented at the meetings of the Atlantic Economic Society, Salzburg and Vienna, Austria, May 1979.

Aldag, R. J. Potential applications of decision tools to task design. Paper presented in a symposium on task design at the meetings of the national American Institute for Decision Sciences, St. Louis, October 1978. *Proceedings*.

Brief, A. P., Aldag, R. J., Power, D. J. and Darrow, A. L. Perceived hierarchical communications and subordinate reactions in public and private sector organizations: The case of a hospital. Paper presented at the 38th Annual Meeting of the national Academy of Management, San Francisco, August 1978.

Aldag, R. J. and Schwab, D. P. Some remaining dilemmas in performance appraisal. Paper presented at the 38th annual meeting of the national Academy of Management, San Francisco, August 1978.

Brief, A. P., Aldag, R. J. and Russell, C. J. The metamorphic effects of power: Another perspective. Paper presented at the 38th Annual Meeting of the national Academy of Management, San Francisco, August, 1978.

Aldag, R. J. and Brief, A. P. Whatever happened to the lower order needs? Paper presented to seminar on employee need strength at the meetings of the Midwest American Institute for Decision Sciences, Cincinnati, May 1978. *Proceedings of the 9th Annual Midwest Conference of the American Institute for Decision Sciences*, 1978, 9, 73-75.

Aldag, R. J. and Jackson, D. Some properties and correlates of the Social Attitudes Questionnaire. Paper presented at the 37th annual meeting of the national Academy of Management, Orlando, Florida, 1977. *Proceedings of the 37th Annual Meeting of the National Academy of Management*, 1977, 37, 262-265.

Brief, A. P. and Aldag, R. J. Order effect and organizational research. Paper presented at the 37th annual meeting of the national Academy of Management, Orlando, Florida, August 1977.

Aldag, R. J. Social responsibility: Descriptions of attitudes from business students about business and themselves. Paper presented in a seminar entitled "The Values and Attitudes of Business Students and the Impact of College Socialization on Those Values and Attitudes" at the 37th annual meeting of the national Academy of Management, Orlando, Florida, August 1977.

Brief, A. P., Aldag, R. J., Van Sell, M. and Melone, N. Unmet expectations as experienced role stress. Paper presented in a seminar on organizational socialization processes at the 37th annual meeting of the national Academy of Management, Orlando, Florida, August 1977.

Aldag, R. J. and Brief, A. P. Moderators of relationships of job behaviors to perceptions of core task dimensions. Paper presented at the meetings of the Midwest American Institute for Decision Sciences, Cleveland, May 1977. *Proceedings of the 8th Annual Conference of the American Institute for Decision Sciences*, 1977, 8, 327-329.

Schuler, R., Aldag, R. J. and Brief, A. P. Empirical indices of role stress. Paper presented in a seminar entitled "Role Theory: Recent Conceptual and Empirical Advances" at the 20th annual meeting of the Midwest Division of the Academy of Management, Milwaukee, April 1977. *Proceedings of the 20th Annual Conference of the Midwest Academy of Management*, 1977, 20, 376-377.

Aldag, R. J. Directions of causality in environmental models. Paper presented in a seminar entitled "Dealing with Environmental Concepts in Organization Behavior and Theory: Where Are We Heading?" at the 20th annual meeting of the Midwest Division of the

- Academy of Management, Milwaukee, April 1977. *Proceedings of the 20th Annual Conference of the Midwest Academy of Management*, 1977, 20, 403.
- Huber, G. P., Aldag, R. J., Rose, J. H. and Fryback, D. G. Quantitative assessments in decision science: An empirical study of some possible determinants. Paper presented at the national meetings of the American Institute for Decision Sciences, San Francisco, 1976. *Proceedings of the 8th Annual Conference of the American Institute for Decision Sciences*, 1976, 8, 162-164.
- Brief, A. P., Aldag, R. J. and Van Sell, M. Role stress among lower level hospital personnel. Paper presented at the national meetings of the American Public Health Association, Miami Beach, October 1976. Abstracted in *Proceedings of the 104th Annual Meeting of the American Public Health Association*, 1976, 104, 94.
- Aldag, R. J. Research directions in social issues. Paper presented in a seminar on social issues research at the 36th annual meeting of the national Academy of Management, Kansas City, August 1976.
- Aldag, R. J. and Kim, J. S. Impact of locus of control and ability on expectancy theory variables and relationships. Paper presented at the national meetings of the Academy of Management, Kansas City, August 1976.
- Filley, A. C. and Aldag, R. J. Implications of an organizational typology. Paper presented at the meetings of the Midwest Division of the Academy of Management, St. Louis, April 1976.
- Aldag, R. J. Moderators of task characteristic-employee reaction relationships. Paper presented in a seminar on task scope at the meetings of the Midwest Academy of Management, St. Louis, April 1976. *Proceedings of the 19th Annual Conference of the Midwest Division, Academy of Management*, 1976, 19, 298-299.
- Brief, A. P. and Aldag, R. J. The impact of leader behavior and task characteristics on subordinate job satisfaction. Paper presented at the meetings of the Southeast American Institute for Decision Sciences, Atlanta, February 1976. *Proceedings of the Southeast AIDS Conference*, 1976.
- Brief, A. P. and Aldag, R. J. Task dimensions and retention of nursing personnel. Paper presented at the Second Annual Conference on Progress and Prospects in Health Care Distribution Systems, Miami, November 1975.
- Aldag, R. J. and Storey, R. G. Environmental uncertainty: Comments on objective and perceptual indices. Paper presented at the national meetings of the Academy of Management, New Orleans, August 1975. *Proceedings of the 35th Annual Meeting of the Academy of Management*, 1975, 35, 203-205. Portions of this paper are reprinted in three books.
- Storey, R. G. and Aldag, R. J. Evaluation of alternative approaches to measuring satisfaction at work. Paper presented at the national meetings of the Canadian Association of

Administrative Sciences, Conference of Learned Societies, Edmonton, Alberta, Canada, June 1975. *Proceedings of the Third Annual Conference of the Canadian Association of Administrative Sciences*, 1975.

Filley, A. C. and Aldag, R. J. An organizational typology. Paper presented at the Southeastern Meetings of the Society for General Systems Research, Athens, Georgia, May 1975. *Proceedings of the Southeastern Meeting of the Society for General Systems Research*, 1975, 27-32.

Aldag, R. J. and Brief, A. P. Impact of interactions of task characteristics and employee needs, traits, and abilities. Paper presented at the meetings of the Midwest American Institute for Decision Sciences, Indianapolis, April 1975. *Proceedings of the Sixth Annual Midwest AIDS Conference*, 1975, 6, 240-242.

Brief, A. P. and Aldag, R. J. Affective responses to job characteristics. Paper presented at the meetings of the Southeast American Institute for Decision Sciences, Columbia, South Carolina, February 1975. *Proceedings of the Southeast AIDS Conference*, 1975.

Aldag, R. J. and Brief, A. P. Moderators of affective responses to task characteristics. Paper presented at the meetings of the Southeastern Conference of the Institute of Management Sciences, Miami Beach, October 1974. *Proceedings, Tenth Annual Meeting, Southeastern Chapter, The Institute of Management Sciences*, 1974, 10, 310-312.

Pettway, R. and Aldag, R. J. Toward optimal planning in capital budgeting. Paper presented at the national meetings of the Financial Management Association, Denver, October 1971.

### **I. G. Research Grants (1979-Present)**

Member of committee that co-developed a pre-proposal and proposal to the Kauffman Campuses II Initiative for funding to enhance entrepreneurship on the UW campus. The \$5,000,000 proposal was accepted 2006. I am now on Kauffman Grant Advisory Committee.

Senior Personnel participant on a grant from the National Science Foundation titled "Paths to Retention and Turnover in the IT Workforce: Understanding the Relationships between Gender, Minority Status, Job and Organizational Factors." PI is Pascale Carayon. \$700,000 grant awarded July 2001.

Grant from the National Science Foundation for a study titled "A Longitudinal Investigation of Determinants and Consequences of Person-Organizational Culture Fit." The three-year, \$134,447 grant was awarded June 2000. I am the sole PI on the grant.

Grant from the Graduate School Research Committee for a study titled "Measurement and Consequences of Person-Organizational Culture Fit." \$13,359 grant awarded December 1999. This funding was declined because of NSF funding, noted above.

Grant from QualiTemps, Madison, Wisconsin, for a study titled "Assessing the Fit of Job Candidates to Organizational Cultures." \$12,000 grant awarded July 1997.

Grant from University of Wisconsin Web Grants Program for upgrading of the Web sites of MHR 300 and MHR 702. \$750 grant awarded in 1997.

Grant from the Center for Credit Union Research for a study titled "The Roles of Leadership and Credit Union Mission Values," awarded March 1997. David Antonioni was the co-PI. \$30,000.

1/3 time Project Assistant, IBM TQM Grant, to develop TQM-related course materials on leadership and organizational culture, 1994.

Grant from the Center for Credit Union Research for a study titled "Values, Value Congruence, and Credit Union Performance," awarded 1994. Jean Grube was the co-PI. \$27,200.

Grant from the Business School Research Committee for competitive proposal detailing my five-year research program, 1994.

Summer 1993 funding from the Graduate School, University of Wisconsin-Madison, for 1/3-time Project Assistant. Topic: Deciding to Let Models Help Decide: Determinants and Consequences of Adherence to Mechanical Models in Clinical Synthesis.

Pyle Bascom Professor of Business Leadership, 1992-2001.

Summer 1991 funding (1/9) and computing time from the Graduate School, University of Wisconsin-Madison. Topic: Adopting a Dual Perspective to the Examination of Task Design.

Business School Participant, Center for Excellence in Education for Work and Productivity (coordinated by Merle E. Strong, Educational Administration), 1988. The center, focusing largely on technological developments in the work place, was approved.

Summer 1989 funding from the Business School, University of Wisconsin-Madison. Topic: Adopting a Dual Perspective to the Examination of Task Design.

Summer 1988 funding and annual project assistant from the Graduate School, University of Wisconsin-Madison. Topic: A Critical Reappraisal of the Groupthink Phenomenon.

Project Trochos grant awarded in 1985. Topic: Development of computer-aided problem solving software for courses in managerial decision making. Additional hardware awarded 1986.

Faculty Fellow, School of Business, University of Wisconsin-Madison. The fellowship provided approximately \$7,500 annual support for research for three years from July 1, 1985 to June 30, 1988.

Summer 1985 funding from the Business School, University of Wisconsin-Madison. Topic: Leader Behavior Variability: An Examination of Determinants and Consequences.

Summer 1984 funding, computer support, and annual project assistant from the Graduate School, University of Wisconsin-Madison. Topic: Determinants and Consequences of Self Management.

Summer 1982 funding and computer support from the Business School, University of Wisconsin-Madison. Topic: Examination of the Nature and Roles of Self-Reinforcement Systems.

Summer 1980 funding, computer support, and annual project assistant from the Graduate School, University of Wisconsin-Madison. Topic: Examination of the Nature and Determinants of Computer-Aided Problem Solving.

Summer 1979 funding and summer support from the Graduate School, University of Wisconsin-Madison. Topic: Examination of the Role of the Organizational Environment.

### **I. H. Ph.D. Dissertation Committees (1979-Present)**

[Service on 10 Ph.D. Dissertation Committees for dissertations completed prior to 1979].

Gwynette Lacy (Industrial Relations), *An Evaluation of Attitudes toward Women as Managers in a Government Setting*, completed 1979. (Reader)

Brian Heshizer (Industrial Relations), *Employee Benefits, Trade Unions, and the Union Impact on Employee Benefits*, completed 1979. (Non-reader)

Susan Meives (Industrial Relations), *Part-Time Work: a Multi-Perspective Analysis*, completed 1979. (Non-reader)

Kimberly Boal (Management), *Task Design, Monetary Outcomes, and Worker Responses*, completed 1980. (Reader)

Mohamed Thalha (Urban and Regional Planning), *Dynamics of Institution Building and Organizational Innovations for Public Housing in Peninsular Malaysia*, completed 1980. (Reader)

Judy Olian (Industrial Relations), *The Effects of Personal and Situational Variables on Job Search and Job Choice: An Experimental Study*, completed 1980. (Non-reader)

Ursula Bertrand (Counseling and Guidance), *Personal and Organizational Correlates of Role Stress and Job Satisfaction of Female Managers*, completed 1981. (Reader)

Sara Rynes (Industrial Relations), *Individual Decision Making in Job Choice: An Interdisciplinary Perspective*, completed 1981. (Reader)

Saundra Drumming (Accounting), *An Examination of the Materiality Judgment Policies of Public Accountants*, completed 1982. (Non-reader)

Willie Cats-Baril (Industrial Engineering), *Cognitive Aid and Decision Support Systems: An Empirical Investigation of Three Dimensions*, completed 1982. (Reader)

Daniel Power (Management), *Corporate Acquisition Decision Processes*, completed 1982. (Reader)

Wilbur Smith (Accounting), *Consistency of Auditors' Internal Control Judgments*, completed 1983. (Reader)

Harold Erdman (Industrial Engineering), *A Comparison of Computer Consultation Programs for Assisting Primary Care Physicians: Impact of Decision Making Model and Method of Presentation*, completed 1983. (Reader)

Steven James (Library Science), *An Investigation of the Relationship between Library Use Patterns and Local Economic Conditions*, completed 1983. (Non-reader)

Rebecca Ellis (Management), *Career Success as a Function of Mobility Patterns and Other Variables*, completed 1984. (Reader)

Thomas Kolenko (Management), *Individual-Task Congruence Effects on Employee Performance, Satisfaction, and Tenure*, completed 1986. (Reader)

Julie Indvik (Communication Arts), *A Path-Goal Theory Investigation of Superior-Subordinate Relationships*, completed 1985. (Reader)

Hal Witteman (Communication Arts), completed 1986. (Non-reader)

John Valusek (Industrial Engineering), *Information Requirements Determination: an Empirical Investigation of Obstacles within an Individual*, completed 1985. (Reader)

Mary McNery (Industrial Engineering), *Predicting and Explaining Microcomputer Implementation in 31 Colombian Firms*, completed 1987. (Reader)

Kathy O'Brien (Management), *The Influence of Managerial Self Development Practices on Feedback-Seeking Behavior*, completed 1988. (Chair)

Patti Brennan (Industrial Engineering), *The Effect of a Computerized Decision Aid on the Decision Making Behavior of Nurse Managers*, completed 1986. (Reader)

Susan Jarboe (Communication Arts), completed 1986.

Steve Hawk (Quantitative Analysis), *User Involvement in Information System Development: A Contingency Model and Empirical Test*, completed 1987. (Reader)



Mark Rosen (Industrial Relations), *Information Processing in Job Evaluation: An Investigation Using Verbal Protocol Analysis*, completed 1989. (Nonreader)

Moon Taek Kwon (Quantitative Analysis), *VEMES: An Application of Artificial Intelligence Techniques and a Data Base Concept to a Military Equipment Maintenance Support System*, completed 1987. (Reader)

Maria Castenada (Industrial Relations), *Managerial Performance and Work Unit Outcomes: a Field Study*, completed 1988. (Reader)

Sang Kuk Kim (Quantitative Analysis), *Development of the Structured Expert System: Development Methods and Application of those Methods in the Mortgage Appraisal Area*, completed 1989.

Jean Grube (Management), completed 1990. (Chair)

David McLain (Management), *Occupational Health and Safety Risk: A Social Information Processing and Individual Characteristics Approach*, completed 1991. (Chair)

Hsi-Peng Lu (Industrial Engineering), *The Relationships between Cognitive Style, Individual Beliefs, and Voluntary Computerized Decision Support System Use over Time*, completed 1992. (Nonreader)

Sally Riggs Fuller (Management), *Symbolic Actions and Antics: Mechanisms for Shaping Organizational Reality*, completed 1993. (Reader)

Loren Kuzuhara (Management), *Psychological Momentum in Work Motivational Processes*, completed 1994. (Reader)

Thekla Rura (Management), *Professionalism and Isomorphism in Organizational Fields: Catholic Children's Institutions in Germany and the U.S. from 1895 to 1970*, completed 1995. (Reader)

Anne Schoofs Hundt (Industrial Engineering), *Feedback in Group Decision Making*, completed 1995.

Pao-Feng Lo (Continuing and Vocational Education), *Understanding Learning in Organizations: A Case Study in Taiwan*, completed 1996.

Craig Pearce (Management: University of Maryland), *The Determinants of Change Management Team (CMT) Performance*, completed 1996. (Reader)

Chi-Kuang Chen (Industrial Engineering), *The Effects of Quantitative Decision Aids on Group Polarization*, completed 1996. (Reader)

Catherine Hajnal (Industrial Engineering), completed 1997. (Nonreader)

Andreas Schwab (Management and Human Resources), *Short-Term Network Organizations: The Emergence of Flexible Production Structures in the U.S. Movie Industry*, completed 1999. (Reader)

Mary Zellmer-Bruhn (Management and Human Resources), *The Effects of Time Pressure and Interruptions in Team External Acquisition of Work Routines*, completed 1999. (Chair)

Robert Giambatista (Management and Human Resources), *Reaping the Fruits of Apples and Oranges: The Moderating Effect of Structured Group Processes on the Effects of Heterogeneity in Groups*, completed 1999. (Chair)

Carolyn (Kelly) Ottman (Continuing and Vocational Education), *Understandings of Classroom Participation by Adult Learners*, completed 1999 (Non-Reader)

Colt de Wolf (Counseling Psychology), *Impact of Extent of Reorganization on Employee Productivity and Morale*, completed 1999 (Reader)

Terence Thong-Hwee Ow (Operations and Information Management), *Factors Influencing the Telecommunications Investment Decision in a Strategic Context -- A Policy Capturing Study*, completed 2000. (Reader)

Alec Johnson (Management and Human Resources), completed 2000. (Reader)

Ying-Jung (Vivien) Yeh (Industrial Engineering), *The Impacts of Work Environments on Employees' TQM Practices*, completed 2000. (Reader)

Mary Lynn Miller (Communication Arts), completed 2000. (Non-Reader)

Chad Dorgan (Industrial Engineering), *The Energy and Indoor Air Quality Impact of Maintenance Practices*, completed 2001.

Robyn Berkley (Management and Human Resources), *Realistic Job Information, Job Relatedness, and Procedural Information Influence on Perceptions of the Employer: Mediation Effects of Selection Procedural Justice*, completed 2001. (Reader)

Pilar González-Doupé (Counseling Psychology), *The Supervision Group as Protection: the Meaning of Group Supervision for Workplace Counselors and their Supervisors in Organizational Settings in England*, completed 2001. (Non-Reader)

Yunkeum Kim (Library and Information Studies), *Measuring and Assessing Internet Service Quality at Public Libraries*, completed 2003 (Reader)

Suzanne Hockley Murry (Counseling Psychology), *Predictors of Multi-Dimensional Well-Being in Women Entrepreneurs: Family/Business Demands and Sense of Coherence*, completed 2002 (Non-Reader)

Wei-Wen Chang (Continuing and Vocational Education), *International Human Resource Development: A Cross-Cultural Case Study of a Multinational Training Program in the United States and Taiwan*, completed 2002 (Reader)

Jay Ebben (Management and Human Resources), *Small Firm Performance: the Effects of Two Proposed Strategies*, completed 2003 (Co-Chair)

Sook Lim (Library and Information Studies), *Power of Systems Offices in Academic Libraries*, completed 2004 (Reader)

Mary Gurney (Pharmacy), *A Study of Community Pharmacy Practice Sites: Time, Management, and Patient Care Activities*, completed 2003 (Non-Reader)

Andrew Kapp (Industrial Engineering), *Organizational Culture as a Source of Safe Performance in High Risk Systems*, 2001 (Reader)

Dale Eesley (Management and Human Resources), *Improvisation, Planning and Surprises in New Ventures*, completed 2004 (Reader)

Dongseop Lee (Management and Human Resources), *A Social Cognitive Model of Interpersonal Group Trust*, completed 2005 (Reader)

Sri Raghavan (Management and Human Resources), in process (inactive) (Chair)

Linda Brothers (Management and Human Resources), *Examining the Fit of Organizational Culture with Human Resource Policies and Practices*, completed 2007 (Chair)

Youngho Rhee (Industrial Engineering), *A Case Study of Workers' Perceptions of Organizational Characteristics, Subsequent Stress and Technology Acceptance*, in process (Reader)

Jay Ford (Industrial Engineering), *Assessing Employee Commitment to Change in Substance Abuse Treatment Agencies*, completed 2004 (Reader)

Bupendra Shah (Pharmacy), *Effect of Community Pharmacists' Working Environment on their Patient Safety Practices (PSP)*, completed 2006 (Reader)

Kyetaik Oh (Industrial Relations Research Institute), *Perceived Management Style, Cultural Adjustment, and Job Attitudes among Korean and Non-Korean Employees in Korean-Owned Domestic and Foreign Subsidiary Operations: Nationality and Organization Differences*, completed 2006 (Non-Reader)

Pat Lawton (Library and Information Studies), *Make New Mistakes: An Analysis of ARL Member Digital Libraries*, completed 2006 (Reader)

Farheen Kahn (Industrial & Systems Engineering), *Understanding the Impact of National Culture*

*on Safety-Related Perceptions, Attitudes, and Behaviors*, completed 2007 (Reader)

Eden Blair (Management and Human Resources), *Venture Capitalist Decision Making and the Priming of Subconscious Growth and Risk Constructs in Entrepreneurial Business Plans*, 2008 (Reader)

Mark Maltarich (Management and Human Resources), *A First Examination of the Effects of Conscious and Subconscious Goals and Conscious and Subconscious Goal Commitment on Performance*, 2008 (Reader)

Anthony Sadler (Management and Human Resources), *Determinants of the Level of Entrepreneurial Activities among Immigrant and Non-Immigrant University Scientists in the U.S.: The Impact of Cultural Predispositions and Learning*, 2008 (Non-Reader)

Jang Ho Choi (Industrial Relations Research Institute), *Opening the Black Box: The Mediating Effect of Employee Attitudes in the Relationship Between High Performance Work Systems and Firm Performance*, completed 2008.

Anna Skrupky (Music), *The Beethoven-Zellner Quintet in E Flat Major for Oboe, Three Horns, and Bassoon: An Edition and Recording for Period Instruments*, completed 2011 (Non-Reader).

Marsha Keune (Accounting), *Auditors' Misstatement Materiality Judgments in the Post-Sarbanes-Oxley Act Environment*, 2010 (Reader).

Jodi Bellovary (Accounting), *Impact of Psychological Safety and Professional Skepticism on Willingness to Share Information during SAS 99 Brainstorming*, 2010 (Reader).

Christine Liu (Music), Doctorate in Musical Arts with a Minor in Business Administration: *Recital*, 2010.

Jessica Greenwald (Management and Human Resources), *Antecedents of Core Confidence: Direct and Reciprocal Links*, 2010 (Reader).

Jenna Pieper (Management and Human Resources), *Consider the Source: A Study of Referrers in the Referral Hiring Phenomenon*, 2010 (Reader).

Appointed to Special Membership on the Graduate Faculty of the University of Maryland at College Park. This appointment permitted me to serve on the thesis committee of Craig Pearce, noted above.

## II. TEACHING

Forty-three years of experience, including seven years at Michigan State and 36 years at the University of Wisconsin-Madison, teaching the following courses:

- Computer Applications in Business (undergraduate)
- Introduction to Business (undergraduate)
- Business Policy (graduate and undergraduate)
- Bargaining, Negotiating, and Dispute Settlement for Managers (undergraduate)
- Organizational Behavior (graduate and undergraduate)
- Management Principles (graduate and undergraduate)
- Personnel Management (graduate and undergraduate)
- Advanced Organizational Behavior: Groups in Organizations (graduate)
- Managerial Problem Solving (graduate and undergraduate)
- Behavioral Analysis of Management Decision Making (graduate - joint listed with Industrial & Systems Engineering)
- Leadership Effectiveness (graduate)
- Motivational Effectiveness (graduate)
- Leadership and Organizational Culture (Executive MBA)
- Professional Development Seminar in the EMERGE program.
- Various Ph.D. seminars on topics including leadership, organizational effectiveness, stress, motivation, perception, personnel management, power, creativity, organizational culture, groups in organizations, new forms of organizing, and emotions in organizations.
- Managing Change and Organizational Effectiveness (undergraduate)
- Theory Development and Testing in Organization-Related Research (doctoral)

### Other Teaching

Service on more than 80 Ph.D. thesis committees, as detailed above.

Supervision of more than 80 independent studies (1979-Present)

SOAR advisor

Service on Management, Industrial Relations, Communication Arts, Industrial Engineering, and other preliminary examination committees.

Teaching in the Graduate School of Banking, 1987-1999. Topics: Improving Problem Solving, Improving Group Problem Solving, and Leading Teams to Greater Effectiveness.

Advisor to Industrial Relations Research Institute students.

Presentation of talks on leadership, organizational culture, change, group processes, stress management, social responsibility, decision theory, self management, research issues, and other topics to various classes and student groups.

23 hours of teaching on the topic of “Decision Making and Leadership” in the Executive MBA Program of the Chinese Academy of Sciences, Beijing, March 2002 and May 2004.

### **III. SERVICE**

#### **III. A. University Service (1979-2010)**

##### **School of Business:**

Executive Director, Weinert Center for Entrepreneurship, 2002-2011

Chair, Five-Year Review Committee for Randy Dunham, 2009

Family Business Center Advisory Committee, 2004-2010

Ad Hoc Space Reallocation Committee, 2006

Bolz Center Academic Advisory Committee, 2005 – present

Research Committee, 1979-Spring 1980 and Fall 1982-1986. Chair, Fall 1985 - Spring 1986 and Fall 2003-2005.

Organized and participated in a School of Business Faculty Research Series session, “Enhancing Your Chances for Publication: Insights from Experienced Reviewers,” February 27, 2006.

Chair, Weinert Center Director Search Committee, 2005 – 2006

Business Statistics Committee, Fall 1980 - Spring 1982

Admissions Committee, Fall 1983 - Summer 1985

Admissions Appeal Committee, Summer 1985

Graduate Studies Committee, Fall 1985 - Spring 1986

IBM Proposal Committee, 1984

TA Procedures Committee, 1983 - 1984

Management Institute Innovation Committee

Co-Director, Center for the Study of Organizational Performance, 1981 - Present

Administrative Committee, June 1986 - August 1988

Academic Planning Council, June 1986 - August 1988

Chair, Department of Management, 1986 - 1988, 1995 - Spring 1999.

Masters Committee, September 1991 - 1993

Subcommittee of the Executive Committee, September 1991 - 1994; Chair, Fall 1993 - Spring 1994. Fall 1996-Spring 1999.

Credit Union Advisory Committee, 1992-1994.

Numerous ad hoc committees

Business Scholars Program, 1995-97.

Grainger Ethics Chair Search Committee, 1997-98. I informally chaired this committee and assisted with development of associated tenure materials.

Chairs Committee, 1995-present.

Faculty Mentor Program, 1995-present.

MIS Search Committee, 1998-99.

Search Committee for School of Business "Web Master," 1998-99.

Diversity Committee, Fall 2000-Spring 2003 (chair)

Executive Education Search Committee, 2000.

Search Committee for Ford Motor Company Distinguished Chair, 2000.

Co-Director, Weinert Center for Entrepreneurship, Fall 2000-2002.

Executive Director, Weinert Center for Entrepreneurship, Summer 2002-present.

Co-Coordinator of Entrepreneurship Speaker series, Spring 2002.

Various five-year review committees.

### **Industrial Relations Research Institute:**

Associate Director, 1979 - Summer 1983

Admissions Committee (Chair), 1979 - Summer 1981 and Fall 1982 - Spring 1986

Financial Aid Committee (Chair), 1979 - Summer 1981

Executive Committee, 1979 - 2005

Administrative Committee, Fall 1981 - 2005

Service on numerous ad hoc committees

Faculty Recruitment Committee, 1986 – 1989

### **University:**

Member, UW-Madison Health Care Advisory Committee. Appointed by Chancellor Wiley February 1, 2005 for a term that expired in the spring of 2008. I was asked to serve another three-year term and agreed to do so, with a term ending in 2011.

Faculty Affiliate of the Center for Quality and Productivity Improvement (CQPI), U. of Wisconsin-Madison

Faculty Senate Alternate, 2009-present

Member, Enterprise Travel Project Committee, 2004.

Co-Developed a proposal to the Kauffman Campuses Initiative to receive funding for development of a full proposal to enhance entrepreneurship on UW campus. \$5,000,000 requested. Presentation team was led by Chancellor Wiley. Others on the team, in addition to the proposal co-developers (Miner, Aldag, and Cox) included Deans Certain, Aberle, and Percy, among others. This project involved intensive development time, including focus groups, interviews, and other preparation during fall 2003. Funding not received. However, \$5,000,000 was received for the subsequent Kauffman II competition, as noted earlier under grants received. I continue to serve on the Kauffman Grant Advisory Committee.

Plan 2008 Panelist, 4/10/2001

Presentation to the Bascom Hill Society on the topic of “The Weinert Center for Entrepreneurship,” 4/16/2001.



Design Team Member for a 4/17/98 UW-Madison Office of Human Resource Development workshop on Strategic Planning, Running Effective Meetings, and Administering an Academic Department.

Faculty Senate, 1980 - Spring 1984

Research Committee, 1986 - Spring 1989

Chancellor's Task Force on University Bureaucracy, 1992 - Present (never met!)

Participant during 1997-98, and again during 1998-99 in a Strategic Hiring Initiative pre-proposal titled, "Learning, Economic Development, and the Changing Workplace." The pre-proposal was one of ten (out of 95 submissions) chosen for development into a full proposal. The full proposal was not funded.

### **III. B. Professional Service (1979-2010)**

#### **Editorial Positions**

Associate Editor, *Decision Sciences*, 2002-2005.

Associate Editor for Organizational Theory and Behavior, *Journal of Business Research*, September 1987 - 1995.

Essays Co-Editor, *Journal of Management Inquiry*, 1996-September 2000.

#### **Editorial Review Board Memberships**

*Academy of Management Learning and Education* (2004-present)

*Academy of Management Review* (2005-present)

*Administrative Science Quarterly* (2002-present)

*The Journal of Leadership and Organizational Studies* (1997-present)

*Operations Management* (1997-2003)

*Organization and Environment* (1996-present)

*Journal of Retail Banking Services* (1995-2000)

*Journal of Applied Psychology* (1995-96) and (2008-present)

*Academy of Management Journal*, Special Research Forum on the Sociology of Management as a Science (Fall 1996)

*Journal of Business Research* (until September 1987)

*Journal of Library Administration* (until 1986)

*Journal of Operations Management* (until 1991)

*Journal of Management* (until 1983)

#### **Ad Hoc Manuscript Reviews for Professional Journals**

*Academy of Management Executive*

*Academy of Management Journal*

*Academy of Management Learning  
and Education*  
*Academy of Management Review*  
*Administrative Science Quarterly*  
*Decision Sciences*  
*Human Relations*  
*Information Systems Research*  
*IEEE Transactions on Engineering  
Management*  
*Journal of Applied Psychology*  
*Journal of Business Ethics*  
*Journal of Experimental Social  
Psychology*  
*Journal of Management Education*  
*Journal of Management Studies*

*Journal of Occupational Behavior*  
*Journal of Organizational Behavior*  
*Journal of Occupational Psychology*  
*Location Science*  
*Management Science*  
*Organizational Behavior and Human  
Decision Processes*  
*Organization Science*  
*Perceptual and Motor Skills*  
*Polity*  
*Psychological Reports*  
*Psychological Bulletin*  
*Sloan Management Review*  
*Wisconsin Small Business Forum*

Recipient, Meritorious Reviewer Award, *Human Relations*, 2003

Recipient, Outstanding Reviewer Award, *Academy of Management Review*, 2008

Recipient, Best Reviewer Award, Managerial and Organizational Cognition Division,  
Academy of Management, 2006 & 2011.

Recipient, Best Reviewer Award, Social Issues Division, Academy of Management, 2011.

### **Paper Review for Professional Meetings**

Dark Side Case Competition, 2005-2011

Industrial Relations Research Association, 1993

International Association of Business and Society, 1994, 1995

International Federation for the Advancement of Management, 1994

Midwest Academy of Management, 1980, 1985, 1986, 1988, 1989, 1990, 1992, 1993, 1994,  
2000

Midwest American Institute for Decision Sciences, 1984, 1985

National Academy of Management, 1979, 1980, 1982, 1983, 1984, 1985, 1986, 1987,  
1988, 1989, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003,  
2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011

National Decision Sciences Institute 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986,  
1987, 1988, 1989, 1991, 1992, 1993, 1996, 1997, 2000, 2002, 2010

Society of Industrial and Organizational Psychology, 2002, 2008, 2009, 2010, 2011

## **Positions Held in Professional Organizations**

### **National Academy of Management:**

Chairperson, Public Sector Division, 1978 - 1979

Research Committee, Social Issues Division, 1978 - 1979

Nominating Committee, Public Sector Division, 1980, 1981

Program Chairperson, Research Methods Interest Group, 1984 - 1985

Ethics Task Force Organizational Behavior Division, 1982 - 1989

Representative-at-Large, Organizational Behavior Division, 1983 - 1985

Program Chair Elect, Organizational Behavior Division, 1986 - 1987

Program Chair, Organizational Behavior Division, 1987 - 1988

Division Chair Elect, Organizational Behavior Division, 1988 - 1989

Representative-at-Large, Board of Governors, 1986 - 1988

Vice President and Program Chair, 1989 - 1990

President-Elect, 1990 - 1991

President, 1991 - 1992

Past-President, 1992 - 1993

Co-Founder, Organizations and the Natural Environment Interest Group, 1995.

Member, Distinguished Educator and Service Awards Committees, 1998-99.

Organizer and Chair, Senior Faculty Consortium: The Boundaryless Career, Chicago, IL,  
August 1999.

Member, Academy of Management Past Presidents Council, 1998-Present.

Chair, Distinguished Educator Award Committee, Distinguished Service Award Committee, and Richard D. Irwin Award for Distinguished Scholarly Contributions to Management, 1999-2000. These are the primary awards of the Academy of Management. I presented these awards at the Presidential Luncheon at the national meetings in Toronto, August 2000.

Member, "Blue Ribbon Task Force" to provide recommendations to the Academy of Management Board of Governors regarding awards policies and practices, 2000.

Member, Academy of Management Council, 2001-2003.

Faculty presenter in the OB/OMT Junior Faculty Workshop at the 2002 meetings of the national Academy of Management, Denver, August 2002.

Member, Dark Side Case Competition Committee, Critical Management Studies Group, Academy of Management, 2006 – present

Member, Academy of Management Human Resource Division Scholarly Achievement Committee, 2006

Member, Academy of Management Organizational Behavior Division Lifetime Achievement Award Committee, 2006

Deputy Dean, Fellows of the Academy of Management, 2002-2005.

Dean, Fellows of the Academy of Management, 2005-2008.

INFORMS/*Organization Science* Best Doctoral Student Dissertation Committee, 2011.

**Foundation for Administrative Research:**

President, 1992 - 1993

**Industrial Relations Research Association:**

Elections Committee, 1980

**National Decision Sciences Institute:**

Program Chairperson, Public/Nonprofit Administration Track, 1979 - 1980

Program Chairperson, Organizational Behavior Track, 1993-1994

**Midwest Division, American Institute for Decision Sciences:**

Program Chairperson, Organizational Behavior Track, 1980 - 1981

Program Chairperson, Decision Support Systems/Management Information Systems  
Track, 1987 - 1988

**Midwest Division, Academy of Management:**

Representative-at-Large, 1979 - 1980

Nominating Committee, 1980

Secretary-Treasurer, 1982 - 1983

Vice President and Program Chairperson, 1983 - 1984

President, 1984 - 1985

Past-President, 1985 - 1986

**Paper Discussant at Professional Meetings**

Discussant at the 1980 meetings of the Midwest Division of the Academy of Management for a symposium entitled "Coping with Stress in Organizations."

Discussant at the 1982 meetings of the Midwest Division of the Academy of Management for four papers in a session entitled "Job Design Research."

Discussant at the 1985 meetings of the national Academy of Management for three papers in a session entitled "Work Rewards and Performance."

Discussant at the 1986 meetings of the Midwest Academy of Management for a session titled, "W. Edward Deming's Approach to Organizational Productivity: Integrating Statistical Process Control and Organizational Behavior."

Discussant at the 1988 meetings of the national Academy of Management for an All-Academy session titled "Information Systems in Organizational Research and Theory."

Discussant at the 1990 meetings of the Midwest Academy of Management for a session titled "Social Issues: Workplace Dishonesty."

Discussant at the 1991 meetings of the Midwest Academy of Management for a session titled "Leadership."

Discussant at the 1992 meetings of the national Academy of Management for a session titled, "The Challenge of Collaboration in Interorganizational Initiatives to Resolve Environmental Issues."

Discussant at the 1994 meetings of the Industrial Relations Research Association for a session of competitive papers in the behavioral sciences.

Discussant at the 1996 meetings of the national Academy of Management for a session titled "Managing Human Resources in Public, Private, and Nonprofit Organizations."

Discussant at the 1996 meetings of the national Decision Sciences Institute for a session titled "Client-Server and the New Technology Adoption."

Discussant at the 1997 meetings of the national Academy of Management for a session titled "Personality, Organization, and Behavior."

Discussant at the 1998 meetings of the national Academy of Management for a session titled "Dynamics of Information Technology Firms."

Discussant at the 1999 meetings of the national Academy of Management for a session titled "Human Resource Issues for Nonprofit Organizations," Chicago, IL, August 1999.

Discussant at the 2000 meetings of the national Academy of Management for a session titled "Computer Mediated Communication and Decision Making," Toronto, August 2000.

Discussant at the 2000 meetings of the national Academy of Management for a session titled "Cognitive Aspects of Organizational Learning," Toronto, August 2000.

Discussant at the 2002 meetings of the Society of Industrial and Organizational Society for a session titled, "Leadership and Emotions: A Multiple Perspective Approach," Toronto, April 2002.

Discussant at the 2005 meetings of the national Academy of Management for a session titled, "Job Search, Evaluation, and Outcomes: New Insights," Honolulu, August 2005.

Discussant at the 2005 meetings of the national Academy of Management for a session titled, "The Role of Governance in Corporate Social Responsibility," Honolulu, August 2005.

Discussant at the meetings of the national Academy of Management for a session titled, "Creative Moments and Cognitions," Atlanta, August 2006.

Discussant at the meetings of the national Academy of Management for a session titled, "Group and Organization Climates," Atlanta, August 2006.

Facilitator at the meetings of the national Academy of Management for a session titled, "Learning in the Context of Teams," Philadelphia, August 2007.

Discussant and chair at the meetings of the Academy of Management for a session titled, "Improving Organizational Innovation and Creativity: Expertise/Naivete, Fit, Objects and Artifacts," Anaheim, August 2008.

Discussant at the meetings of the Academy of Management for a session titled, "Attracting, Selecting, and Joining Up," Anaheim, August 2008.

Discussant (and chair) at the meetings of the Academy of Management for a session titled, "Ethics and Management," August 10, 2009.

### **Session Organizer and/or Chair at Professional Meetings**

Organizer and chairperson of a symposium entitled "Computer Aided Organizational Problem Solving" at the national meetings of the American Institute for Decision Sciences, New Orleans, November 1979.

Organizer and Chairperson of a workshop entitled "Spanning Levels of Analysis in Organizational Studies," conducted at the 25th annual meeting of the Midwest Division of the Academy of Management, Columbus, April 1982.

Organizer and chairperson of a symposium entitled "Decision Making in Organizational Entry," at the national meetings of the American Institute for Decision Sciences, San Francisco, November 1982.

Organizer of a symposium entitled "Micro-computers in Management Decision Making Instruction," at the 42nd annual meeting of the national Academy of Management, New York, August 1982.

Chairperson of the Organizational Behavior Division competitive paper awards session at the 44th annual meeting of the national Academy of Management, Boston, August 1984.

Chairperson of a session entitled "Recruitment and Motivation of Public Employees" at the 44th annual meeting of the national Academy of Management, Boston, August 1984.

Organizer of a symposium entitled "The Study of Self Management: Alternative Approaches, Evidence, and Recommendations" presented at the national meetings of the American Institute for Decision Sciences, Toronto, November 1984.

Chairperson of a session entitled "Public Organization Theory and Design" at the 45th annual meeting of the national Academy of Management, San Diego, August 1985.

Chairperson of a session entitled "Behavioral Responses to Stress and Risk" at the national meetings of the American Institute for Decision Sciences, Las Vegas, November 1985.

Chairperson and discussant of a session entitled "Modeling and Decision Support Systems" at the annual meeting of the national Decision Sciences Institute, Honolulu, November 1986.

- Chairperson of a session entitled "Contemporary Issues in Measurement" at the annual meeting of the national Academy of Management, Chicago, August 1986.
- Chairperson of a session entitled "Health Care Organization, Strategy, and Environment" at the annual meeting of the national Academy of Management, Chicago, August 1986.
- Chairperson and discussant of a session entitled "Research on Using DSS in Decision Making" at the annual meeting of the national Decision Sciences Institute, Boston, November 1987.
- Chairperson of a session entitled "Introducing Microcomputers into Schools of Business" at the annual meeting of the national Decision Sciences Institute, Boston, November 1987.
- Chairperson of a session entitled "Environmental and Structural Effects on Individuals in Organizations" at the annual meeting of the national Decision Sciences Institute, Boston, November, 1987.
- Chairperson of a session entitled "A Conversation with Academy Editors" at the meetings of the Midwest Academy of Management, Bloomington, Indiana, April 1987.
- Chairperson of a session entitled "Quantitative Methods" at the annual meeting of the national Academy of Management, New Orleans, August 1987.
- Chairperson of a session entitled "Decision-Making, Power and Influence" at the national meeting of the Academy of Management, New Orleans, August 1987.
- Organizer and chairperson of a symposium entitled "Contemporary Issues in Research Design" at the annual meeting of the Southern Management Association, New Orleans, November 1987.
- Chairperson of a session titled "Award Winning Papers -- 1988" at the annual meeting of the national Academy of Management, Anaheim, August 1988.
- Chairperson of a session titled "Turnover" at the national meetings of the Decision Sciences Institute, San Diego, November 1990.
- Chairperson of a session titled "Advanced Experimental and Methodological Issues in Strategy" at the national meetings of the Decision Sciences Institute, Miami Beach, November 1991.
- Chairperson of a session titled, "Managerial Decision Making in Regulated Environments" at the national meetings of the Academy of Management, Las Vegas, August 1992.
- Chairperson of a session titled "Strategic Implementation" at the national meetings of the Decision Sciences Institute, San Francisco, November 1992.



Chairperson of the Distinguished Scholar session, annual meeting of the national Academy of Management, Atlanta, August 1993. The speaker was Manfred Kets de Vries of INSEAD.

Chairperson of a session on absenteeism and turnover at the annual meeting of the national Decision Sciences Institute, Washington, D.C., November 1993.

Chairperson of a session titled "Aggression and Violence" at the annual meeting of the national Academy of Management. Also served as facilitator/discussant of this session. Cincinnati, OH, August 1996.

Chairperson of a session titled "IS Issues That We Always Wanted to Know, But ..." at the annual meeting of the national Decision Sciences Institute, Orlando, Florida, November 1996.

Chairperson of a session titled "Measuring Culture: Methods and Comparisons" at the annual meeting of the national Academy of Management, Boston, MA, August 1997.

Chairperson of a session titled "Corporate Social Responsibility and Responsiveness" at the annual meeting of the national Academy of Management, San Diego, August 1998.

Chairperson of a session titled "Transformational Leadership" at the annual meeting of the national Academy of Management, San Diego, August 1998.

Chairperson of a session titled "Shaping Thinking, Learning, and Knowledge Generation" at the annual meeting of the national Academy of Management, Chicago, IL, August 1999.

Chairperson of a session titled "Computer Mediated Communication and Decision Making" at the annual meeting of the national Academy of Management, Toronto, August 2000.

Organizer and participant in a session titled "Fun at Work" at the annual meeting of the Midwest Academy of Management, Toledo, April 2001.

Facilitator (Chair and Discussant) at the 2001 meetings of the national Academy of Management for a session in the Organization and Management Theory Division titled, "Organizational Control," Washington, D.C., August 2001.

Facilitator (Chair and Discussant) at the 2001 meetings of the national Academy of Management for a session in the Organizational Behavior Division titled, "Impression Management," Washington, D.C., Washington, D.C., August 2001.

Organizer and participant in a session titled "Person-Organizational Culture Fit" at the annual meeting of the Midwest Academy of Management, Indianapolis, April 2002.

Chairperson of a session titled "Emotions at Work: Types and Consequences" at the annual meeting of the national Academy of Management, Denver, August 2002.

Organizer and Co-Chair, with Ted Baker, of a symposium titled “Gender and Entrepreneurship: Opportunity Generation, Access, Awareness, Evaluation, & Exploitation,” presented at the 63<sup>rd</sup> Annual Meeting of the Academy of Management, Seattle, WA, August 4, 2003. Other participants were Candida Brush, Patricia Greene, Dorothy Perrin Moore, Joanne Martin, Carin Holmquist, Monica Lindgren, and Olivia O’Neill.

Session Facilitator for a session titled “Being Silent Versus Speaking Up: Predicting Voice Behavior,” at the 64<sup>th</sup> Annual Meeting of the Academy of Management, New Orleans, LA, August 11, 2004.

Session Host for a session titled “The Process of Decision Making” at the Annual Meeting of the Academy of Management, Honolulu, August 2005.

Session Facilitator for a session titled “Leadership, Time, and Process: New Perspectives, New Question” at the Annual Meeting of the Academy of Management, Atlanta, August 2006.

Chair of a session titled, “Mental Models and Collective Logics” at the Annual Meeting of the Academy of Management, Philadelphia, PA, August 7, 2007.

Session Facilitator for a session titled “Learning in the Context of Teams” at the Annual Meeting of the Academy of Management, Philadelphia, PA, August 6, 2007.

Chair of a session titled “Ethics and Management” at the Annual Meeting of the Academy of Management, August 10, 2009.

Chair of a session titled “Climate and Culture” at the Annual Meeting of the Academy of Management, August 10, 2009.

Facilitator of a session titled, “Explaining the Creative Process: The Roles of Social Identity, Positive Relational Experience, and Regulatory Fit,” at the Annual Meeting of the Academy of Management, San Diego, CA, August 9, 2010.

Discussant for a session titled, “Organizational Strategy and Turnover,” at the Annual Meeting of the Academy of Management, San Diego, CA, August 9, 2010.

Discussant for a session titled, “Identity and Behavior,” at the Annual Meeting of the Academy of Management, San Antonio, TX, August 2011.

Discussant for a session titled, “Emotions,” at the Annual Meeting of the Academy of Management, San Antonio, TX, August 2011.

Presenter at New Doctoral Student Consortium, Organizational Behavior Division, Academy of Management, San Antonio, TX, August 2011.

### III. C. Other Service (1979-Present)

#### External Reviews

Member of a three-person external review team of the Management Department of the National University of Singapore, October 2007. The team provided oral and written reports to the NUS Chancellor and others.

Member of three-person external review team of the Industrial Relations Program and Center, Iowa State University, September 1993.

Member of external review committee for Management Ph.D. Program, University of Cincinnati, 1995.

#### Speeches Delivered

Presented talk titled "Behavioral Decision Making: Implications for Management," Tulane University, December 7, 2010.

Invited Participant, Texas Conference on Cognitions, Austin, TX, 2009.

Presented talk titled "Culture and Culture Assessment" for the International Society for Performance Improvements, Madison Chapter, September 21, 2007.

Presentation, with Wayne Reschke, to the Wisconsin Society for Human Resource Management (SHRM) meeting, October 16, 2003. Title: Organizational Culture, Strategy and Performance.

Presentation, with Gerry George and Larry Cox, at the 2003 United States Association for Small Business and Entrepreneurship Annual Conference on the UW-Madison MBA in Entrepreneurship, Hilton Head, SC, January 24, 2003.

Presentation to Wisconsin Economic Development Association (WEDA) on the Weinert Center for Entrepreneurship, September 2002.

Presented talk titled, "Person-Organizational Culture Fit," Purdue University, November 2001.

Presented talk on group decision processes, Visiting Scholar Series, Oklahoma State University, February 1993.

Presented talk titled "Images of the Academy" as Presidential Luncheon Address at the Annual Meeting of the national Academy of Management, Las Vegas, August 1992.

Presented talks to five regional divisions of the Academy of Management, 1991 and 1992, in role as President of the national Academy of Management.

Presented talk titled “Getting Involved in the Academy of Management,” Marquette University, September 1991.

Presented talk titled “Computer-Aided Problem Solving,” University of Texas, July 1983.

Presented talk titled “Decision Process Tracing,” University of Florida, February 1980.

Lecturer over the Educational Telephone Network to library personnel on individual and group decision making and to criminal justice personnel on police role stress.

Presented session titled “Ethical Issues in Business” to the Rotary Ethics Forum, October 2001.

Numerous talks to schools, youth groups, radio stations, business groups, professional societies, and others.

### **Outside Tenure and/or Promotion Review**

Arizona State University	Rutgers University
Ball State University	SUNY-Albany
Bentley College	SUNY-Buffalo
Dalhousie University	Tel-Aviv University
DePaul University	Temple University
Florida Atlantic University	Texas A&M University
Florida State University	Tulane University
George Mason University	University of Calgary
George Washington University	University of California – Irvine
Indiana University	University of Cincinnati
Iowa State University	University of Colorado at Boulder
Kansas State University	University of Florida
King Abdulaziz University	University of Hawaii, Manoa
Louisiana State University	University of Illinois
Miami University	University of Iowa
Miami University Middleton	University of Kentucky
Marquette University	University of Maryland
Michigan State University	University of Massachusetts-Amherst
Michigan Technological University	University of Michigan
New York University	University of Minnesota
Northeastern University	University of Minnesota-Duluth
Oakland University	University of Missouri-Columbia
Ohio State University	University of Nebraska
Pennsylvania State University	University of New Mexico
Purdue University	University of Northern Iowa
Rensselaer Polytechnic Institute	University of South Florida
Rice University	University of Texas-Austin
	University of Toronto

University of Vermont

Wayne State University

### **Paper and Proposal Reviewer**

Office of Personnel Management  
National Science Foundation

### **Consulting**

Consulting experience with a wide variety of public and private sector organizations in such industries as information processing, staffing, education, health care, heavy machinery, insurance, law enforcement, utilities, financial services, and pharmaceuticals.

Consulting Editor for Management, South-Western Publishing Company, 1987-95.

## Other

Member, Board of Directors, ExtractSystems (formerly UCLID Software), Spring 2002-present. Uncompensated. ExtractSystems is a firm which was started, and received initial funding, in the Weinert Applied Ventures in Entrepreneurship (WAVE) program.

Member, Juran Fellowship Review Committee, 2003. This involved review of proposals submitted to the Juran Fellows Program and participation in a review panel at the University of Minnesota, April 25<sup>th</sup>, 2003.

Member, Board of Directors, ROCCS, 2000-2003. This was a non-profit organization that was founded in response to the announcement that the Oregon Manor Nursing Home and associated Main Street Quarters, in Oregon, Wisconsin, would be closed and the facilities sold, displacing all residents, because of operating losses. While the initial intent of ROCCS was to raise sufficient funding to purchase Oregon Manor and Main Street Quarters, and such funding was secured, our development of a business plan and related recommendations for greater efficiencies in operation induced the owners to cancel their plans to sell. The operations now seem viable despite revelations of long-term financial misconduct by a former (and currently jailed) staff member.

Keynote speaker, University of Wisconsin-Whitewater Undergraduate Research Day, February 27, 2003. Title: Enjoying the Research Experience.

Presented closing keynote address to the IEEE Engineering Management Society annual conference, Managing Technologically-Driven Organizations: The Human Side of Innovation and Change, Rochester, NY, November 4, 2003. Title: To Boldly Go: Exploring Frontiers at the Human-Information Technology Interface.

Recipient, Meritorious Reviewer Award, *Human Relations*, 2003.

Presentation to the Lally Research Seminar, Rensselaer Polytechnic Institute, November 5, 2003. Title: The QFIT Project: Exploring Culture and Culture Fit.

Member, Ernst & Young Wisconsin Entrepreneur of the Year Selection Committee, 2002.

Participant, National Consortium of Entrepreneurship Centers Directors Conference, October 2002.

Participant, Juran Quality Summit, University of Minnesota, June 2002.

Presenter, Rotary Ethics Program (2 sessions), on the topic of "Ethics in the Workplace." This is an ethics-related program for high school juniors, sponsored by the Downtown Rotary. October 25, 2001.

Member, Editorial Advisory Board, *In Business* magazine, 1989.

Member, Board of Directors, Family Enhancement Program (1981-1986). The Family Enhancement Program is "... an innovative company agency involved in a number of supportive programs to strengthen families." It runs parent support networks, develops newsletters, handbooks and videotapes, initiates cooperative networking among organizations, and conducts training workshops. I attended board meetings, met with various individuals concerning funding possibilities, served on the funding committee, and assisted with proposal writing.