

UNIVERSITY OF MIAMI  
Curriculum Vita--Standard Format

1. **DATE:** November 5, 2010
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7. **CURRENT ACADEMIC RANK:** University Distinguished Professor
8. **PRIMARY DEPARTMENT:** Department of Management
9. **CITIZENSHIP:** U.S.A.
10. **INSTITUTIONAL HIGHER EDUCATION:** Ph.D., The Ohio State University (1978)  
Organizational Behavior and  
Industrial/Organizational Psychology
- M.B.A., Michigan State University (1968)  
Marketing and Management
- B.S., Michigan State University (1967)  
Magna Cum Laude, The Honors College
11. **ACADEMIC PROFESSORIAL EXPERIENCE:** 1990 - Present; University of Miami  
University Distinguished Professor of Management  
(primary appointment) and Professor of Psychology (secondary  
appointment).
- 1990 – 2002; University of Miami  
Rosa R. and Carlos M. de la Cruz Scholar in Leadership  
(position discontinued due to termination of donor  
contributions)
- 1986-1989; University of Miami  
Professor of Management and Leadership Effectiveness (primary  
appointment) and Professor of Psychology (secondary  
appointment); tenured 1986.
- 1982 - 1986; University of Florida  
Professor of Management (1986) and Associate  
Professor of Management (1982-1986); tenured  
1984.

1978 - 1981; University of Southern California

Associate Professor of Organizational Behavior (1981 -1982)  
and Assistant Professor of Organizational Behavior (1978 -  
1981); tenured 1981.

1976 - 1978; Kent State University

Assistant Professor of Administrative Sciences.

**12. ACADEMIC  
ADMINISTRATIVE  
EXPERIENCE:**

1988 - 1991 and 1993 - 2002; University of Miami

Director, Ph.D. Program in Business Administration,  
School of Business Administration.

1991 - 1992; University of Miami

M.B.A. Faculty Coordinator  
School of Business Administration

1986 - 1991; University of Miami

Director, Doctoral Program in Organizational  
Psychology, Department of Psychology.

Director, Business Behavioral Science Programs,  
School of Business Administration.

July-August, 1987 and 1991; University of Miami

Acting Chairman, Department of Management,  
School of Business Administration.

**13. SCHOLARLY BOOKS, MONOGRAPHS, AND JOURNAL SPECIAL ISSUES:**

Orlando Behling, Chester Schriesheim, and James Tolliver. Present Trends and New Directions in Theories of Work Effort. Washington, D.C.: American Psychological Association, Journal Supplement Abstract Service, 1973 (64 pp.).

James Hunt, Uma Sekaran, and Chester Schriesheim (Editors). Leadership: Beyond Establishment Views. Carbondale: Southern Illinois University Press, 1982.

James Hunt, Dian Hosking, Chester Schriesheim, and Rosemary Stewart (Editors). Leaders and Managers: International Perspectives on Managerial Behavior and Leadership. New York: Pergamon Press, 1984.

James Hunt, B.R. Baliga, H.P. Dachler, and Chester Schriesheim (Editors). Emerging Leadership Vistas. Boston: Lexington, 1988.

Chester Schriesheim and Linda Neider (Eds.). Measurement Equivalence (Volume 1 in Research in Management). Hartford, CT: Information Age Publishing, 2001. (New book series, sponsored by and in collaboration with the Southern Management Association; volume contains editors' introduction and overview comments, along with contributed papers).

Linda Neider and Chester Schriesheim (Eds.). Leadership (Volume 2 in Research in Management). Hartford, CT: Information Age Publishing, 2002.

Paul Bliese, Ronald Halverson, and Chester Schriesheim (Guest Editors). Benchmarking Multi-Level Methods in Leadership: A Comparison of Hierarchical Linear Modeling (HLM), Within- and Between-Entities Analysis (WABA), Structural Equations Modeling (SEM), and Random Group Resampling (RGR) Analysis. Special issue of The Leadership Quarterly, 2002, Vol. 13, No. 1. (Issue contains editors' introduction and overview comments, contributed papers, and discussant's comments and conclusion).

Chester Schriesheim and Linda Neider (Eds.). New Directions in Human Resource Management (Volume 3 in Research in Management).. Hartford, CT: Information Age Publishing, 2003.

Linda Neider and Chester Schriesheim (Eds.). Understanding Teams (Volume 4 in Research in Management). Hartford, CT: Information Age Publishing, 2005.

Chester Schriesheim and Linda Neider (Eds.). Power and Influence in Organizations: New Empirical and Theoretical Perspectives (Volume 5 in Research in Management). Hartford, CT: Information Age Publishing, 2006.

Linda Neider and Chester Schriesheim (Eds.). Research in Management: International Perspectives (Volume 6 in Research in Management). Charlotte, NC: Information Age Publishing, 2007.

Ronald Humphrey (Guest Editor), Linda Neider, and Chester Schriesheim (Series Editors). Affect and Emotion: New Directions in Management Theory and Research (Volume 7 in Research in Management). Charlotte, NC: Information Age Publishing, 2008.

Chester Schriesheim and Linda Neider (Eds.). The Dark Side: Research in Management (Volume 8 in Research in Management). Charlotte, NC: Information Age Publishing, 2010.

Special Editor, The Leadership Quarterly, Yearly Review (2010-present).

#### **14. TEXT BOOKS:**

Chester Schriesheim. The Introduction to Business Game (First and Second Editions). Baltimore: Business Simulations, Inc., 1971 (303 pp.).

Chester Schriesheim, Howard Wicker, and John Minion. Managing for Profit: A Simulation. Baltimore: Business Simulations, Inc., 1974 (187 pp.). (Revision of The Introduction to Business Game.)

Orlando Behling and Chester Schriesheim. Organizational Behavior: Theory, Research, and Application. Boston: Allyn and Bacon, Inc., 1976 (386 pp.).

#### **15. PUBLISHED ARTICLES IN SCHOLARLY JOURNALS:**

Chester Schriesheim and Steven Kerr. Psychometric Properties of the Ohio State Leadership Scales. Psychological Bulletin, 1974, 81, 756-765.

Steven Kerr, Chester Schriesheim, Charles Murphy, and Ralph Stogdill. Toward A Contingency Theory of Leadership Based Upon the Consideration and Initiating Structure Literature. Organizational Behavior and Human Performance, 1974, 12, 62-82. Translated and reprinted in C. Bartolke and F. Neider (Eds.), Führungsverhalten in der Unternehmung (West Germany, 1976); reprinted in P. Leppman (Ed.), Readings in Psychology (Lexington, MA: Gin, 1980).

Steven Kerr and Chester Schriesheim. Consideration, Initiating Structure, and Organizational Criteria--An Update of Korman's 1966 Review. Personnel Psychology, 1974, 27, 555-568.

Chester Schriesheim and Janet Schriesheim. Development and Empirical Verification of New Response Categories to Increase the Validity of Multiple Response Alternative Questionnaires. Educational and Psychological Measurement, 1974, 34, 877-884.

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Orlando Behling, Chester Schriesheim, and James Tolliver. Alternatives to Expectancy Theories of Work Motivation. Decision Sciences, 1975, 6, 449-461.

Robert Wherry, Sr. and Chester Schriesheim. Interval Scaling Using Pair Comparisons or Pair Comparison Treatment of Complete Ranks Under Case III Assumptions. Educational and Psychological Measurement, 1975, 35, 189-190.

Chester Schriesheim, Robert House, and Steven Kerr. Leader Initiating Structure: A Reconciliation of Discrepant Research Results and Some Empirical Tests. Organizational Behavior and Human Performance, 1976, 16, 297-321.

Chester Schriesheim and Charles Murphy. Relationships Between Leader Behavior and Subordinate Satisfaction and Performance: A Test of Some Situational Moderators. Journal of Applied Psychology, 1976, 61, 634-641.

Chester Schriesheim and Mary Ann Von Glinow. The Path-Goal Theory of Leadership: A Theoretical and Empirical Analysis. Academy of Management Journal, 1977, 20, 398-405.

Chester Schriesheim. Job Satisfaction, Attitudes Toward Unions, and Voting in a Union Representation Election. Journal of Applied Psychology, 1978, 63, 548-552.

John Jermier and Chester Schriesheim. Causal Analysis in the Organizational Sciences and Alternative Model Specification and Evaluation. Academy of Management Review, 1978, 3, 326-337.

Chester Schriesheim and Janet Schriesheim. The Invariance of Anchor Points Obtained by Magnitude Estimation and Pair Comparison Treatment of Complete Ranks Scaling Procedures: An Empirical Comparison and Implications for Validity of Measurement. Educational and Psychological Measurement, 1978, 38, 977-983.

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Angelo Kinicki and Chester Schriesheim. Teachers as Leaders: A Moderator Variable Approach. Journal of Educational Psychology, 1978, 70, 928-935.

Chester Schriesheim, Angelo Kinicki, and Janet Schriesheim. The Effect of Leniency on Leader Behavior Descriptions. Organizational Behavior and Human Performance, 1979, 23, 1-29.

Chester Schriesheim. The Similarity of Individual Directed and Group Directed Leader Behavior Descriptions. Academy of Management Journal, 1979, 22, 345-355.

Chester Schriesheim, Brendan Bannister, and William Money. Psychometric Properties of the LPC Scale: An Extension of Rice's Review. Academy of Management Review, 1979, 4, 287-290.

Chester Schriesheim and Barbara Bird. Contributions of the Ohio State Studies to the Field of Leadership. Journal of Management, 1979, 5, 135-145.

Chester Schriesheim. Social Desirability and Leader Effectiveness. Journal of Social Psychology, 1979, 108, 89-94.

Charles Greene and Chester Schriesheim. Leader-Group Interactions: A Longitudinal Field Investigation. Journal of Applied Psychology, 1980, 65, 50-59.

Janet Schriesheim and Chester Schriesheim. The Path-Goal Theory of Leadership: An Empirical Test and Some Suggested Directions for Future Research. Personnel Psychology, 1980, 33, 349-370.

Chester Schriesheim and Angelo DeNisi. Item Presentation as an Influence on Questionnaire Validity: A Field Experiment. Educational and Psychological Measurement, 1980, 41, 175-182.

Chester Schriesheim and Angelo DeNisi. Task Dimensions as Moderators of the Effects of Instrumental Leadership: A Two-Sample Replicated Test of Path-Goal Leadership Theory. Journal of Applied Psychology, 1981, 66, 589-597.

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Chester Schriesheim and Kenneth Hill. Controlling Acquiescence Response Bias by Item Reversals: The Effect on Questionnaire Validity. Educational and Psychological Measurement, 1981, 41, 1101-1114.

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Philip Podsakoff and Chester Schriesheim. Field Studies of French and Raven's Bases of Social Power: Reanalysis, Critique, and Suggestions for Future Research. Psychological Bulletin, 1985, 97, 387-411.

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Performance Scale. Educational and Psychological Measurement, 1986, 46, 237-244.

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Kenneth Carson, Chester Schriesheim, and Angelo Kinicki. The Usefulness of the "Fail-Safe" Statistic in Meta-Analysis. Educational and Psychological Measurement, 1990, 50, 233-243.

Chester Schriesheim and Timothy Hinkin. Influence Tactics Used by Subordinates: A Theoretical and Empirical Analysis and Refinement of the Kipnis, Schmidt, and Wilkinson Subscales. Journal of Applied Psychology, 1990, 75, 246-257.

John Bradford and Chester Schriesheim. Thurscal: A Program for Interval Scaling Using Paired Comparisons or Paired Comparison Treatment of Complete Ranks Under Case III Assumptions. Educational and Psychological Measurement, 1990, 50, 849-851.

Chester Schriesheim, Regina Eisenbach, and Kenneth Hill. The Effect of Negation and Polar Opposite Item Reversals on Questionnaire Reliability and Validity: An Experimental Investigation. Educational and Psychological Measurement, 1991, 51, 67-78.

Chester Schriesheim and Nancy Klich. Fiedler's Least Preferred Coworker (LPC) Instrument: An

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Chester Schriesheim, Timothy Hinkin, and Linda Tetrault. The Discriminant Validity of the Leader Reward and Punishment Questionnaire (LRPQ) and Satisfaction with Supervision: A Two-Sample, Factor-Analytic Investigation. Journal of Occupational Psychology, 1991, 64, 159-166.

Elizabeth Sorrentino, Betty Nalli, and Chester Schriesheim. The Effect of Head Nurse Behaviors on Nurse Job Satisfaction and Performance. Hospital and Health Services Administration, 1992, 37, 103-113.

Cynthia Thompson, Richard Kopelman, and Chester Schriesheim. Putting All One's Eggs in the Same Basket: A Comparison of Commitment and Satisfaction Among Self- and Organizationally-Employed Males. Journal of Applied Psychology, 1992, 77, 738-743.

Chester Schriesheim, Linda Neider, Terri Scandura, and Bennett Tepper. Development and Preliminary Validation of a Short Scale to Measure Leader-Member Exchange (LMX) in Organizations. Educational and Psychological Measurement, 1992, 52, 135-147.

Chester Schriesheim and Claudia Gardiner. A Comparative Test of Magnitude Estimation and Pair-Comparison Treatment of Complete Ranks for Scaling a Small Number of Equal-Interval Frequency Response Anchors. Educational and Psychological Measurement, 1992, 52, 867-877.

Chester Schriesheim, Terri Scandura, Regina Eisenbach, and Linda Neider. Validation of A New Leader-Member Exchange Scale (LMX-6) Using Hierarchically-Nested Maximum Likelihood Confirmatory Factor Analysis. Educational and Psychological Measurement, 1992, 52, 983-992.

Chester Schriesheim, Kathleen Powers, Terri Scandura, Claudia Gardiner, and Melenie Lankau. Improving Construct Measurement in Management Research: Comments and a Quantitative Approach for Assessing Theoretical Content Adequacy of Paper-and-Pencil Survey-Type Instruments. Journal of Management, 1993, 19, 385-417.

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Chester Schriesheim, Bennett Tepper, and Linda Tetrault. The Validity of Drawing Across-Octant Conclusions from the Contingency Model of Leadership: Critique and Analysis. Journal of Applied Psychology, 1994, 79, 561-573.

Claudia Cogliser and Chester Schriesheim. Development and Application of a New Approach to Testing the Bipolarity of Semantic Differential Items. Educational and Psychological Measurement, 1994, 54, 594-605.

Terri Scandura and Chester Schriesheim. Leader-Member Exchange (LMX) and Supervisor Career Mentoring (SCM) as Complementary Constructs in Leadership Research. Academy of Management Journal, 1994, 37, 1588-1602.

Timothy Hinkin and Chester Schriesheim. An Examination of Subordinate-Perceived Relationships Between Leader Reward and Punishment Behavior and Leader Bases of Power. Human Relations, 1994, 47, 779-800.

Chester Schriesheim. Multivariate and Moderated Within- and Between-Entity Analysis (WABA) Using Hierarchical Linear Multiple Regression. The Leadership Quarterly, 1995, 6, 1-18.

Chester Schriesheim, Claudia Cogliser, and Linda Neider. Is It "Trustworthy"? A Multiple Levels-of-Analysis Reexamination of An Ohio State Leadership Study, With Implications for Future Research. The Leadership Quarterly, 1995, 6, 111-145.

John Charnes and Chester Schriesheim. Estimation of Quantiles for the Sampling Distribution of the  $r_{WG}$  Within-Group Agreement Index. Educational and Psychological Measurement, 1995, 55, 435-437.

Chester Schriesheim and Regina Eisenbach. An Exploratory and Confirmatory Factor-Analytic Investigation of Item Wording Effects on the Obtained Factor Structures of Survey Questionnaire Measures. Journal of Management, 1995, 21, 1177-1193.

Chester Schriesheim and Stephanie Castro. Referent Effects in the Magnitude Estimation Scaling of Frequency Expressions for Response Anchor Sets: An Empirical Investigation. Educational and Psychological Measurement, 1996, 55, 557-569.

Chester Schriesheim and Linda Neider. Path-Goal Theory: The Long and Winding Road. The Leadership Quarterly, 1996, 7, 317-321.

Chester Schriesheim. Substitutes-For-Leadership Theory: Development and Basic Concepts. The Leadership Quarterly, 1997, 8, 103-108.

Amy Hurley, Terri Scandura, Chester Schriesheim, Michael Brannick, Anson Seers, Robert Vandenberg, and Larry Williams. Exploratory and Confirmatory Factor Analysis: Guidelines, Issues, and Alternatives. Journal of Organizational Behavior, 1997, 18, 665-683.

Chester Schriesheim, Linda Neider, and Terri Scandura. A Within- and Between-Groups Analysis of Leader-Member Exchange as a Correlate of Delegation and as a Moderator of Delegation Relationships with Performance and Satisfaction. Academy of Management Journal, 1998, 41, 298-318.

Chester Schriesheim, Claudia Cogliser, Terri Scandura, Melenie Lankau, and Kathleen Powers. An Empirical Comparison of Approaches for Quantitatively Assessing the Content Adequacy of Paper-and-Pencil Measurement Instruments. Organizational Research Methods, 1999, 2, 140-156.

Chester Schriesheim, Stephanie Castro, and Claudia Cogliser. Leader-Member Exchange (LMX) Research: A Comprehensive Review of Theory, Measurement, and Data-Analytic Practices. The Leadership Quarterly, 1999, 10, 63-113.

Rajnandini Pillai, Chester Schriesheim, and Eric Williams. Fairness Perceptions and Trust as Mediators for Transformational and Transactional Leadership: A Two-Sample Study. Journal of Management, 1999, 25, 897-933.

Claudia Cogliser and Chester Schriesheim. Exploring Work Unit Context and Leader-Member Exchange: A Multi-Level Perspective. Journal of Organizational Behavior, 2000, 21, 487-511.

Chester Schriesheim, Stephanie Castro, and Francis Yammarino. Investigating Contingencies: An Examination of the Impact of Span of Supervision and Upward Controllingness on Leader-Member Exchange Using Traditional and Multivariate Within- and Between-Entities Analysis. Journal of Applied Psychology, 2000, 85, 659-677.

Chester Schriesheim, Stephanie Castro, Xiaohua Zhou, and Francis Yammarino. The Folly of Theorizing "A" But Testing "B": A Selective Level-of-Analysis Review of the Field and a Detailed Leader-Member Exchange Illustration. The Leadership Quarterly, 2001, 12, 515-551.

Paul Bliese, Ronald Halverson, and Chester Schriesheim. Benchmarking Multilevel Methods in Leadership: The Articles, The Model, and the Data Set. The Leadership Quarterly, 2002, 13, 3-14.

Angelo Kinicki, Frances McKee-Ryan, Chester Schriesheim, and Kenneth Carson. Assessing the Construct Validity of the Job Descriptive Index (JDI): A Review and Analysis. Journal of Applied Psychology, 2002, 87, 14-32.

Kenneth Doerr, Terence Mitchell, Chester Schriesheim, Tali Freed, and Xiaohua Zhou. Heterogeneity and Variability in the Context of Flow Lines. Academy of Management Review, 2002, 27, 594-607.

Kenneth Doerr, Tali Freed, Terence Mitchell, Chester Schriesheim, and Xiaohua Zhou. Work Flow Policy and Within and Between Worker Variability in Performance. Journal of Applied Psychology, 2004, 89, 911-921.

Timothy Hinkin and Chester Schriesheim. If You Don't Hear From Me You Know You Are Doing Fine. Cornell Hotel and Restaurant Administration Quarterly, 2004, 45, 362-372.

Cecily Cooper, Terri Scandura, and Chester Schriesheim. Looking Forward But Learning From Our Past: Potential Challenges To Developing Authentic Leaders. The Leadership Quarterly, 2005, 16, 475-493.

Chester Schriesheim, Stephanie Castro, Xiaohua Zhou, and Leslie DeChurch. An investigation of Path-Goal and Transformational Leadership Theory Predictions at the Individual Level of Analysis. The Leadership Quarterly, 2006, 17, 21-38.

Francis Yammarino, Shelly Dionne, Chester Schriesheim, and Fred Dansereau. Authentic Leadership and Positive Organizational Behavior: A Meso, Multi-Level Perspective. The Leadership Quarterly, 2008, 19, 693-707.

Timothy Hinkin and Chester Schriesheim. An Examination of "Non-Leadership": From Laissez- Faire Leadership to Leader Reward Omission and Punishment Omission. Journal of Applied Psychology, 2008, 94, 1234-1248.

Timothy Hinkin and Chester Schriesheim. A Theoretical and Empirical Examination of the Transactional and Non-leadership Dimensions of the Multifactor Leadership Questionnaire (MLQ). The Leadership Quarterly, 2008, 19, 501-513.

Claudia Cogliser, Chester Schriesheim, Terri Scandura, and William Gardner. Balance In Leader and Follower Perceptions of Leader-Member Exchange: Relationships with Performance and Work Attitudes. The Leadership Quarterly, 2009, 20, 452-465.

Chester Schriesheim, Joshua Wu, and Terri Scandura. A Meso Measure? Examination of the Levels of Analysis of the Multifactor Leadership Questionnaire (MLQ). The Leadership Quarterly, 2009, 20, 604-616.

Chester Schriesheim and Claudia Cogliser. Construct Validation in Leadership Research: Explication and Illustration. The Leadership Quarterly, 2009, 20, 725-736.

Xiaohua Zhou and Chester Schriesheim. Supervisor-Subordinate Agreement on Leader-Member Exchange (LMX) Quality: Review and Testable Propositions. The Leadership Quarterly, 2009, 20, 920-932.

Xiaohua Zhou and Chester Schriesheim. Quantitative and Qualitative Examination of Propositions Concerning Supervisor-Subordinate Convergence in Descriptions of Leader-Member Exchange (LMX) Quality. The Leadership Quarterly, 2010, 21, in press.

Chester Schriesheim, Joshua Wu, and Cecily Cooper. A Two-Study Investigation of Item Wording Effects on Leader-Follower Convergence in Descriptions of the Leader-Member Exchange (LMX) Relationship. The Leadership Quarterly, 2011, 22, in press.

## **16. CONTRIBUTIONS TO SCHOLARLY BOOKS:**

Chester Schriesheim. Use of Multidimensional Scaling. In James Hunt and Lars Larson (Eds.), Leadership Frontiers. Kent, Ohio: Kent State University Press, 1975. (Also published in Organization and Administrative Sciences, 1975, 6, 129-133.)

Chester Schriesheim and Steven Kerr. Theories and Measures of Leadership: A Critical Appraisal of Current and Future Directions. In James Hunt and Lars Larson (Eds.), Leadership: The Cutting Edge. Carbondale: Southern Illinois University Press, 1977.

Chester Schriesheim and Steven Kerr. R.I.P. LPC: A Reply to Fiedler. In James Hunt and Lars Larson (Eds.), Leadership: The Cutting Edge. Carbondale: Southern Illinois University Press, 1977.

Chester Schriesheim, Richard Mowday, and Ralph Stogdill. Crucial Dimensions of Leader-Group Interactions. In James Hunt and Lars Larson (Eds.), Crosscurrents in Leadership. Carbondale: Southern Illinois University Press, 1979.

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Uma Sekaran, James Hunt, and Chester Schriesheim. Beyond Establishment Leadership Views: An Epilog. In James Hunt, Uma Sekaran, and Chester Schriesheim (Eds.), Leadership: Beyond Establishment Views. Carbondale: Southern Illinois University Press, 1982.

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Xiaohua Zhou, Chester Schriesheim, and Wolfgang Beck. The Importance of Measurement Equivalence in Transnational Research: A Test of Individual-Level Predictions About Culture and The Differential Use of Organizational Influence Tactics, With and Without Measurement Equivalence. In Chester

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## **17. CONTRIBUTIONS TO APPLIED BOOKS:**

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## **18. BOOK REVIEWS PUBLISHED:**

Anne Tsui and Chester Schriesheim. Review of Exploring Individual and Organizational Boundaries: A Tavistock Open Systems Approach," by W. G. Gordon (Ed.). Academy of Management Review, 1980, 5, 308-310.

Chester Schriesheim. Review of "Causal Analysis: Assumptions, Models, and Data," by L. R. James, S. A. Muliak, and J. H. Brett. Academy of Management Review, 1984, 9, 159-161.

Linda Neider and Chester Schriesheim. Review of "New Approaches to Effective Leadership: Cognitive Resources and Organizational Performance." Administrative Science Quarterly, 1988, 33, 135-140.

Bennett Tepper and Chester Schriesheim. Review of Jay Conger, Rabindra Kanungo, and Associates, Charismatic Leadership (San Francisco: Jossey-Bass, 1988). The Executive, 1990, 4 (3), 86-90.

Chester Schriesheim, Terri Scandura, Claudia Gardiner, and Melenie Lankau. Review of Bernard M. Bass, Bass & Stogdill's Handbook of Leadership: Theory, Research, & Managerial Applications, 3rd ed. (New York: Free Press, 1990). The Leadership Quarterly, 1993, 4, 103-109.

Stephanie Castro and Chester Schriesheim. Review of Afsaneh Nahavandi, The Art and Science of Leadership (Upper Saddle River, NJ: Prentice Hall, 1997). The Leadership Quarterly, 1997, 8, 198-200.

Betti Hamilton and Chester Schriesheim. Review of Russ Moxley, Leadership and Spirit: Breathing New Vitality and Energy Into Individuals and Organizations. (San Francisco: Jossey-Bass, 2000). The Leadership Quarterly, 2001, 12, 373-375.

#### **19. ARTICLES IN APPLIED OUTLETS:**

Chester Schriesheim. Empirical Evidence on Effectiveness of Business Games. Computing Newsletter, 1973, 4 (2), 7.

Jean Bish, Chester Schriesheim, and Steven Kerr. The Bridge Over Troubled Specialties. Ohio's Health, 1973, 25 (9), 27-30.

Janet Schriesheim and Chester Schriesheim. The Effectiveness of Business Games in Management Training. Training and Development Journal, 1974, 28 (3), 14-17.

Chester Schriesheim and Joseph Yaney. The Motivation of Business Game Participants: An Experimental Inquiry. Training and Development Journal, 1975, 29 (5), 11-15.

John O'Connell and Chester Schriesheim. The Management Side of Risk Management. Risk Management, 1975, 22 (8), 50-52; also published in The Weekly Underwriter, March 1, 1975, 23-24.

Chester Schriesheim. Employee Attitudes Highlighted by Study: Directly Affect Store Profits. Grocers' Spotlight West, May 1, 1979, 15 (5), pp. 3, 34, 35.

Chester Schriesheim. The President as Manager. The Miami Herald, Viewpoint Section, March 8, 1987, p. 6C (reprinted in Seen & Noted, a publication of the Office of Public Affairs, University of Miami, August, 1987, p. 21).

Joyce Vincelette, A. T. Cobb, and Chester Schriesheim. SMA Membership Survey Committee Report, Southern Management Association Newsletter, Spring 1987, p. 3-6.

Timothy Hinkin and Chester Schriesheim. Power and Influence: The View from Below. Personnel, 1988, 65 (5), 47-50.

Chester Schriesheim, James Tolliver, and Orlando Behling. Practical Implications of Current Leadership Theory and Research. MSU Business Topics, 1978, 26 (3), 34-40. Translated and reprinted in Administracion de Empresas (1979); reprinted in H. Smith, A. Carroll, and H. Watson (Eds.), Readings in Management: Making Organizations Perform (New York: MacMillan, 1980); reprinted in F. Speyers (Ed.), Management Development (Washington, D.C.: American Bankers Association, 1980); reprinted in V.E. Weckwerth (Ed.), Readings in Health Care Administration (Minneapolis: University of Minnesota, Division of Health Services Administration, 1980); reprinted in D. J. Olken (Ed.), Business Management (Wellesley, MA: Institute of Certified Travel Agents, 1980); reprinted in R. Golembiewski and F. Gibson (Eds.), Public Administration: Readings in Institutions, Processes, Behavior, and Policy, 4th Ed. (Chicago: Rand McNally, 1981); reprinted in J. Gibson, J. Ivancevich, and J. Donnelly (Eds.), Readings in Organizations, 4th Ed. (Plano, Texas: Business Publications, Inc., 1982); reprinted in W. E. Rosenbach and R. L. Taylor (Eds.), Contemporary Issues in Leadership. Boulder, CO: Westview Press, 1984; reprinted in N. Timoe (Ed.), Leadership and How to Develop It. Emerson, NJ: KEND Publishing, 1986; reprinted in P. B. DuBose (Ed.), Readings in Management 1987. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1987.

Chester Schriesheim. The Search for Organizational Leadership. Quarterly Business Reports, 1988, 2 (1), 8-10.

Timothy Hinkin and Chester Schriesheim. Performance Incentives for Tough Times. Harvard Business Review, 87 (3) (March, 2009), p. 26. (Short 325-word note in the "Forethought" section.)

## **20. FUNDED RESEARCH PERFORMED:**

Salary supplement of 1/9 of base salary awarded for summer research support by the School of Business Administration, University of Miami (2009).

Salary supplement of 2/9 of base salary awarded for summer research support by the School of Business Administration, University of Miami (2008).

Salary supplement of 1/9 of base salary awarded for summer research support by the School of Business Administration, University of Miami (1986-2002).

\$2,000 research support grant received from the Provost's Office for the 1997 Provost's Award for Scholarly Activity.

\$6,000 grant received for research on the meaning of the term "quality" as employed in organizational studies by the Institute for the Study of Quality in Manufacturing and Service, School of Business Administration, University of Miami (1990).

\$2,875 grant received for research on American attitudes toward Japanese direct investment by the Japan Society, Inc. (1988) (Principal Investigator: Duane Kujawa).

\$2,450 grant received for the support of a doctoral student research assistant for research on American attitudes toward Japanese direct investment by the Japan Society, Inc. (1988) (Principal Investigator:

Duane Kujawa).

\$5,000 scholarship awarded for summer research support by the Research Council and Social Sciences Committee, University of Miami (1987).

\$9,000 annual stipend (plus full tuition remission) for a graduate research assistant to help conduct studies of leadership effectiveness in different organizations; obtained from the Corporate Affiliate Research Program, School of Business Administration, University of Miami for the 1986-1987, 1987-1988, 1988-1989, and 1989-1990 academic years.

\$1,000 grant from the Southern Business Administration Association to support a graduate assistant for summer research on student ratings of instructor effectiveness (1986).

\$2,874 one semester graduate research assistantship obtained from the Division of Sponsored Research, University of Florida, to support on-going research (1985).

\$19,700 grant obtained from the U.S. Army Institute for the Behavioral and Social Sciences to support an international symposium on leadership and managerial effectiveness. One assistant was supported for two years from this grant (1981-1983).

\$9,000 grant obtained from the International Business Education and Research program, University of Southern California, to support an international symposium on leadership and managerial effectiveness. One assistant was supported on a half-time basis for two years (1981-1983).

\$6,550 grant obtained from the School of Business Research Board, University of Southern California, to study leadership and small group processes in a large manufacturing organization. One assistant was supported during summer semester from this grant (1981).

\$119,962 grant obtained from the Office of Naval Research to Study performance appraisal antecedents and consequences. Two assistants were supported for three years from this grant (1980-1983).

\$3,450 grant obtained from the School of Business Research Board, University of Southern California, to study attitudes and commitment toward union and companies (1980).

\$19,922 grant obtained from a large Southern California Manufacturer to study methodological aspects of performing survey feedback organizational development. One assistant was supported from this grant for a one-year period (1979-1980).

\$3,760 grant obtained from the School of Business Research Board, University of Southern California, to study leniency as a confounding factor in organizational research (1979).

\$2,500 grant obtained from the International Business Education and Research Program, University of Southern California, to fund a three-month visit for Dr. Dian Hosking (University of Aston, Birmingham, England) to work on joint international research in this country (1978).

\$2,500 grant obtained from a large midwestern public utility to study leadership processes. One assistant was supported during summer term from this grant. (Grant co-recipient: Janet Schriesheim) (1976-1977).

\$30,000 grant obtained from a large clothing manufacturer to study work group processes and job redesign strategies. (Grant co-recipients: Janet Schriesheim and Joseph Yaney) (1975-1976).

\$6,000 Beta Gamma Sigma Doctoral Fellowship Grant (1975-1976).

Numerous other small grants have been obtained from various sources, to provide support for graduate assistants and research project expenses.

## **21. EDITORIAL ACTIVITIES:**

Co-chairman and co-editor (of associated book and reprint series), *The Biennial Leadership Symposium* (1979-1987).

Special Associate Editor, *Journal of Business Research* (1982-1983).

Series Editor, *Research Methods in The Organizational Sciences* (Praeger Scientific Publishers, Inc.) (1981-1986).

Special Associate Editor, *Management Science* (1980).

Associate Program Chairman, Southwest Division, Academy of Management, annual meeting (1982-1983).

Associate Program Chairman, Southern Division, Academy of Management (Southern Management Association), annual meeting (1983-1984).

Associate Program Chairman, Decision Sciences Institute, annual national meeting (1986-1987).

Program Chairman, Research Methods Division, Academy of Management, annual national meeting (1991-1992).

Program Review Committee Member, Research Methods Division, Academy of Management Conference in Causal Modeling (1993-1994).

Vice President and Program Chair, Southern Division, Academy of Management (Southern Management Association), annual meeting (1996-1997).

Special Issue Co-editor for a special issue of *The Leadership Quarterly* (Vol. 13, No. 1) on multi-level research methods (with Paul Bliese and Ronald Halverson), 2002.

Co-editor (with Linda Neider) of an annual book series sponsored by and in collaboration with the Southern Management Association, *Research in Management* (Charlotte, NC: Information Age Publishing). Each volume contains editors' introduction and overview comments, contributed papers, and editors' comments and conclusion.

Special Editor, *The Leadership Quarterly*, Yearly Review (2010-present).

## 22. EDITORIAL BOARD MEMBERSHIPS:

The Leadership Quarterly (1988-present).  
Journal of Business Research (1978-present).  
Journal of Management (1982-1985, 1994-2004).  
Group & Organization Management (2003-2006; 2010-present)  
Organizational Research Methods (1996-2004).  
Journal of Organization Change Management (1987-1996).  
Educational and Psychological Measurement (1990-1997).  
Academy of Management Journal (1979-1985, 1993-1996).  
The Biennial Leadership Symposium (1976-1987).  
Technical Report Series, Center for Creative Leadership (1980-1994).  
Collegiate Forum (Winter 1981 issue).

## 23. REVIEWER ACTIVITIES:

Ad Hoc Reviewer, Organizational Behavior and Human Decision Processes.  
Ad Hoc Reviewer, Journal of Applied Psychology.  
Ad Hoc Reviewer, Psychological Bulletin.  
Ad Hoc Reviewer, Academy of Management Journal.  
Ad Hoc Reviewer, Academy of Management Review.  
Ad Hoc Reviewer, Journal of Management.  
Ad Hoc Reviewer, Management Science.  
Ad Hoc Reviewer, Journal of Occupational Behavior.  
Ad Hoc Reviewer, Decision Sciences.  
Ad Hoc Reviewer, Journal of Organizational Behavior Management.  
Ad Hoc Reviewer, Administrative Science Quarterly.  
Ad Hoc Reviewer, Journal of Personality and Social Psychology.  
Ad Hoc Reviewer, Organization Science.  
Ad Hoc Reviewer, British Journal of Social Psychology.  
Ad Hoc Reviewer, Journal of Applied Social Psychology.  
Ad Hoc Reviewer, Human Relations.  
Ad Hoc Reviewer, Educational and Psychological Measurement.

Paper reviewer for national and regional meetings of the Academy of Management. Service as national reviewer: Research Methods Division, 1986, 1988, 1989, 1990, 1992-2004, 2008, and 2009 meetings; Organizational Behavior Division, 1976, 1977, 1979, 1985, 1994-1998, and 2000-2010 meetings (regular and emergency reviewer for 2008 meeting; regular reviewer and also member of the Best Doctoral Student Paper Award selection committee for the 2010 meeting); Personnel/Human Resources Division, 1999-2001 meetings; Organization and Management Theory Division, 1975 meeting; Public Sector Division, 1981 meeting. Service as regional reviewer: Eastern Division, 1977 and 1978 meetings; Midwest Division, 1976 and 1978 meetings; Southwest Division, 1982 and 1983 meetings; Western Division, 1990 and 1992 meetings; Southern Division (Southern Management Association), 1984, 1985, 1986, 1988, 1990, 1991, and 1993-2010 meetings.

Paper reviewer for national and regional meetings of the Decision Sciences Institute (DSI). Service as national reviewer: Organizational Behavior Track, 1980-1988, 1990, and 1991 meetings. Service as regional reviewer: Northeast Division, 1985; Western Division, 1986.

Grant Reviewer, Northeastern University Research and Scholarship Fund (1990).  
Grant Reviewer, Social Sciences and Humanities Research Council of Canada (1985).  
Grant Reviewer, Division of Applied Research, National Science Foundation (1978, 1982-1983, and 1987-1997).  
Paper reviewer for the Columbia University Conference on Behavioral Approaches to Research in Industrial Relations (1981).  
Grant Reviewer, Social Sciences Research Review Committee, National Institute of Mental Health, U.S. Department of Health, Education, and Welfare (1978).

#### **24. PROFESSIONAL ASSOCIATION MEMBERSHIPS:**

Academy of Management.  
American Psychological Association (Elected Fellow 1986)  
Southern Management Association (Elected Fellow 1995)

#### **25. PROFESSIONAL SERVICE ACTIVITIES:**

Representative-At-Large, Organizational Behavior Division, Academy of Management (1981-1982).  
Chairperson of the "Best New Paper Award" Review Committee, Organizational Behavior Division, Academy of Management (1981-1982).  
Member of the "Best New Concept Award" Review Committee, Organizational Behavior Division, Academy of Management (1981-1984).  
Co-Chair of the Southern Region Ethics Committee, Organizational Behavior Division, Academy of Management (1982-1983).  
Member, American Institute for Decision Sciences Publications Committee (1983-1985).  
Chairman, American Institute for Decision Sciences Publications Committee (1984-1985).  
Member, Ad Hoc Committee on Doctoral Student Recruitment, Organizational Behavior Division, Academy of Management (1984-1986).  
Member, Board of Governors, Southern Division (Southern Management Association), Academy of Management (1984-1987).  
Member, Southern Management Association Survey Committee (1985-1987).  
Member, Best Paper Award Committee, Southern Management Association (1986-1987).  
Chairman, "Ascendant Scholar Award" Selection Committee, Southern Management Association (1986-1987).  
Member, "Outstanding Publication in Organizational Behavior Award" Selection Committee, Organizational Behavior Division, Academy of Management (1989-1990).  
Member, "George R. Terry Scholar Award" Committee, Academy of Management (1989-1991).  
Member, "Lifetime Scholarship Award" Committee, Academy of Management (1989-1991).  
Member, Local Arrangements Committee, Fifth Annual Meeting of the Society for Industrial and Organizational Psychology (1989-1990).  
Session Coordinator and Presenter, Southern Management Association Doctoral Consortium, Session on "Publication Strategies" (1990).  
Presenter, Southern Management Association Doctoral Consortium, Session on "Publication Strategies" (1991).  
Presenter, Southern Management Association Doctoral Consortium, Session on "Consulting and Management Education" (1992).  
Pre-Convention Workshop Organizer and Presenter, Research Methods Division, annual Academy of Management meeting (1992).

- Consortium Organizer, Southern Management Association Doctoral Consortium (1992 and 1993 meetings).
- Pre-Convention Workshop Organizer and Presenter, Joint Research Methods Division and Southern Management Association Workshop at the Annual Southern Management Association Meeting (1993).
- Pre-Convention Workshop Organizer and Presenter, Joint Research Methods Division and Southern Management Association Workshop at the Annual Southern Management Association Meeting (1994).
- Pre-Convention Workshop Presenter, Joint Research Methods Division and Southern Management Association Workshop at the Annual Southern Management Association Meeting (1995).
- Chair, Research Methods Division, Academy of Management (1994-1995).
- Pre-Convention Workshop Presenter, Research Methods Division, annual Academy of Management meeting (1995).
- Vice President-Elect, Southern Division, Academy of Management (Southern Management Association) (1995-1996).
- Past Chair, Research Methods Division, Academy of Management (1995-1996).
- Pre-Convention Workshop Presenter, Research Methods Division, annual Academy of Management meeting (1996).
- Vice President and Program Chair, Southern Division, Academy of Management (Southern Management Association), annual meeting (1995-1996).
- President-Elect, Southern Division, Academy of Management (Southern Management Association, 1996-1997).
- Pre-Convention Workshop Presenter, Research Methods Division, annual Academy of Management meeting (1997).
- President, Southern Division, Academy of Management (Southern Management Association, 1997-1998).
- Pre-Convention Workshop Presenter, Personnel and Human Resources Division, annual Academy of Management meeting (1998).
- Pre-Convention Workshop Presenter, Southern Management Association, annual meeting (1998), Session on "Within- and Between-Entities Analysis."
- Session Presenter, Southern Management Association Doctoral Consortium, Session on "Fatal Flaws in Research" (1999).
- Pre-Convention Workshop Presenter, Southern Management Association, annual meeting (1999), Session on "Present Trends and New Directions in Leadership Measurement."
- Pre-Convention Workshop Presenter, Academy of Management, annual meeting (2000), Session on "Within- and Between-Entities Analysis."
- Session Presenter, Southern Management Association Doctoral Consortium, Session on "Fatal Flaws in Research" (2000).
- Session Presenter, Southern Management Association Doctoral Consortium, Session on "Staying Current in the Field" (2001).
- Session Presenter, Southern Management Association Doctoral Consortium, Session on "It's Your Career: Manage It!" (2002).
- Co-Coordinator, Southern Management Association Doctoral Consortium (2002-2003).
- Session Presenter, Southern Management Association annual meeting. Session on "Ask The Experts" (2004).
- Pre-Convention Workshop Presenter, Academy of Management, annual meeting. Session on "Ask The Experts" (2007).
- Member, New Editor Selection Committee, The Leadership Quarterly (2008).
- Member, Council of Past Chairs, Research Methods Division, Academy of Management (2008-2009).

Member of the James G. Hunt Southern Management Association Sustained Outstanding Service Award (2009-present).

Pre-Convention Workshop Presenter, Academy of Management, annual meeting. Session on "Ask The Experts" (2009).

Pre-Convention Workshop Presenter, Academy of Management, annual meeting. Session on "Ask The Experts" (2010).

Pre-Convention Workshop Presenter, Academy of Management, annual meeting. Session on "Advancing Leadership Research: A Mentoring Session" (2010).

Outside referee for the tenure and/or promotion review committees of James Breugh (University of Missouri, 1983), Dan Dalton (Indiana University, 1983 and 1988), Cynthia Fisher (Texas A & M University, 1983), Laurie Larwood (University of Texas - Arlington, 1983), Philip Podsakoff (Indiana University, 1984, 1985), Esther Solomon (Fordham University, 1987), Arthur Jago (University of Houston, 1987), Brendan Bannister (Northeastern University, 1988), Timothy Hinkin (University of Virginia, 1990), Marta Calas (University of Massachusetts - Amherst, 1991), Jeanette Davy (Arizona State University, 1991), Claudia Wright (Department of Educational Psychology and Administration, California State University - Long Beach, 1991), Cecilia Falbe (S.U.N.Y. - Albany, 1992), Diana Page (University of West Florida, 1993), Kathleen Powers (Willamette University, 1993), Timothy Hinkin (Cornell University, 1994), Francis Yammarino (S.U.N.Y. at Binghamton, 1994), Sherry Moss (Florida International University, 1996), Gayle Baugh (University of West Florida, 1996), Larry Williams (Virginia Commonwealth University, 1997), K. Michele Kacmar (Florida State University, 1998), Diana Page (University of West Florida, 1999), Leanne Atwater (Arizona State University--West, 1999), William Murray (S.U.N.Y. at Binghamton, 1999), Fred Dansereau (S.U.N.Y. at Buffalo, 1999), Tiffany Keller (University of Richmond, 2000), Sanjay Menon (Clarkson University, 2001), Mark Gavin (Oaklahoma State University, 2001), Esther Solomon (Fordham University, 2001 and 2004), Roya Ayman (I.I.T., 2004), Shelly Dionne (S.U.N.Y. Binghamton, 2004), Kenneth Doerr (Naval Postgraduate School, 2005), Hettie Richardson (Louisiana State University, 2006), Corinne Coen (S.U.N.Y. at Buffalo, 2008), and Ronald Humphrey (Virginia Commonwealth University, 2008).

Outside referee for university distinguished research award nominations of John Sheridan (Texas Christian University, 1985), Arthur Jago (University of Houston, 1986), Lawrence Peters (Texas Christian University, 1987), James Hunt (Texas Tech University, 1991), Ellen Whitener (University of Virginia, 1992), Larry Williams (Virginia Commonwealth University, 1997), and Francis Yammarino (S.U.N.Y.—Binghamton, 2001).

Outside referee for the Distinguished Scientific Contributions Award of the Society for Industrial and Organizational Psychology, nomination of Bernard Bass (1993).

## **26. SCHOLASTIC AND RESEARCH HONORS AND AWARDS:**

Elected into Phi Kappa Phi, Beta Gamma Sigma, Alpha Zeta, and Phi Theta Kappa Honoraries.

Named the Beta Gamma Sigma Doctoral Fellow of 1975.

Elected a member of The Ohio State University Pacemakers (1976).

Recipient of the Best Paper Award, National Academy of Management Conference, Organizational Behavior Division, Seattle, Washington, August, 1974 (with Jean Bish).

Recipient of the All-Conference Best Paper Award, Midwest Academy of Management Conference, St. Louis, May, 1976 (with John Jermier).

Recipient of the Best Paper Award, National Academy of Management Conference, Organizational Behavior Division, Atlanta, August, 1979 (with Angelo DeNisi).

Recipient of the All-Conference Best Paper Award, Southern Management Association Meeting, New Orleans, November, 1989 (with Timothy Hinkin and Philip Podsakoff).

Recipient of the All-Conference Best Paper Award, Southern Management Association Meeting, Atlanta, November, 1997 (with Stephanie Castro, Ethlyn Williams, Gina Medsker, and Leslie Cardone).

Recipient of the Center for Creative Leadership Best Paper Award for the best 1999 article appearing in The Leadership Quarterly, 2000 (with Stephanie Castro and Claudia Coglisier).

Recipient of the Best Paper Award, Organizational Behavior and Theory Track, Southern Management Association Meeting, San Antonio, TX, November, 2004 (with Xiaohua Zhou).

Recipient of the Best Paper Award, Research Methods Track, Southern Management Association Meeting, Asheville, NC, November, 2009 (with Linda Neider and Sungchoon Sinclair).

Recipient of the Best Paper Award for the best article appearing in the Cornell Hotel and Restaurant Administration Quarterly, 2004 (with Timothy Hinkin).

Recipient of the 2009 Outstanding Reviewer Award for the Organizational Behavior Division of the Academy of Management.

Elected a Fellow of the American Psychological Association (1986).

Elected a Fellow of the Southern Management Association (1995).

Elected to Outstanding Young Men of America (1981).

Recipient of an Outstanding Service Award, Southern Management Association, 1987.

Named "Distinguished Professor of Management" by unanimous vote of five review panels, including the full Faculty Senate and the Board of Trustees, University of Miami, 1990.

Appointed Rosa R. and Carlos M. de la Cruz Leadership Scholar, 1990.

Recipient of a Research Excellence Award, School of Business Administration, University of Miami, 1992.

Recipient of a Research Excellence Award, School of Business Administration, University of Miami, 1994.

Recipient of Graduate School Faculty Mentor Award, 1997.

Recipient of one of the first seven Provost's Scholarly Activity Awards, University of Miami, 1997.

Recipient of Graduate School Award for Excellence in Research and Creativity, University of Miami, 1997.

Recipient of Graduate School Faculty Mentor Award, 1998.

Recipient of a Research Excellence Award, School of Business Administration, University of Miami, 1998.

Bernard M. Bass Distinguished Speaker, Binghamton University, Center for Leadership Studies, 2009.

Recipient of the James G. Hunt Sustained Outstanding Service Award, Southern Management Association, 2009.

## **27. REFEREED PROCEEDINGS PUBLISHED:**

Chester Schriesheim. Business Simulation Games: A Review of the Evidence and a Suggested Course of Action. Proceedings of the Midwest AIDS Conference. East Lansing, Michigan: American Institute for Decision Sciences, Midwest Division, 1973.

Chester Schriesheim, Steven Kerr, Charles Murphy, and Ralph Stogdill. Implications of the Ohio State Studies for a Situational Theory of Leadership. Proceedings of the Midwest Academy of Management Conference. Chicago: Academy of Management, Midwest Division, 1973.

Orlando Behling, Chester Schriesheim, and James Tolliver. Alternative Cognitive Formulations of the Work Effort Decision. Proceedings of the Midwest Academy of Management Conference. Chicago: Academy of Management, Midwest Division, 1973.

Jean Bish and Chester Schriesheim. An Exploratory Dimensional Analysis of Form XII of the Ohio State Leadership Scales. Academy of Management Proceedings. Thirty-Fourth Annual Meeting, 1974.

Chester Schriesheim and Steven Kerr. Response Set Problems with the Ohio State Leadership Scales. Proceedings of the Midwest Academy of Management Conference. Bowling Green, Ohio: Academy of Management, Midwest Division, 1974.

Chester Schriesheim and Janet Schriesheim. Divergence of Practitioner Opinion and Empirical Evidence: The Case of Business Simulation Games. Academy of Management Proceedings. Thirty-Fourth Annual Meeting, 1974.

Steven Kerr and Chester Schriesheim. Causality and Stability in Leader Behavior Description. Proceedings of the Eastern Academy of Management Conference. College Park, Maryland: Academy of Management, Eastern Division 1974.

Chester Schriesheim. Differences in Concurrent Validity Across Three Versions of the Ohio State Leadership Scales. Proceedings of the Eastern Academy of Management Conference. University Park,

Pennsylvania: Academy of Management, Eastern Division, 1975.

Chester Schriesheim and Charles Murphy. A Test of Seven Propositions and Seven Suggested Leader Behavior-Subordinate Satisfaction and Performance Relationships in a Black Social Services Organization. Proceedings of the Midwest Academy of Management Conference. Ann Arbor, Michigan: Academy of Management, Midwest Division, 1975.

Orlando Behling, Chester Schriesheim, and Janet Schriesheim. Hay and Gray's Phases of Social Responsibility: An Empirical Assessment. Academy of Management Proceedings, Thirty-Fifth Annual Meeting, 1975.

Aryeh Kidron, Chester Schriesheim, and Joseph Yaney. An Experimental Examination of the Claim That Business Games Motivate Their Participants. Proceedings of the Midwest Academy of Management Conference. Ann Arbor, Michigan: Academy of Management, Midwest Division, 1975.

Louis Fry, Aryeh Kidron, and Chester Schriesheim. The Effectiveness of Experiential Methods in Training and Education: A Review. Proceedings of the 1975 Annual ABSEL Conference. Bloomington, IN: Association for Business Simulation and Experiential Learning, 1975.

Chester Schriesheim, Robert House, and Steven Kerr. The Effects of Differential Operationalizations of Leader Initiating Structure: A Reconciliation of Discrepant Research Results. Academy of Management Proceedings, Thirty-Fifth Annual Meeting, 1975.

Charles Murphy and Chester Schriesheim. An Exploration of Subordinate Satisfaction and Anxiety as a Function of Sex and Leader Behavior in a Black Social Services Organization. Academy of Management Proceedings, Thirty-Fifth Annual meeting, 1975.

Joseph Yaney, Chester Schriesheim, and Janet Schriesheim. Organizational and Instrumental Linkages to Explain Management Education Behavior. Proceedings of the National AIDS Conference. Cincinnati: American Institute for Decision Sciences, 1975.

Chester Schriesheim and Mary Ann Von Glinow. Tests of the Path-Goal Theory of Leadership: A Theoretical and Empirical Analysis. Proceedings of the Southwest Academy of Management Conference. San Antonio, Texas: Academy of Management, Southwest Division, 1976.

John Jermier and Chester Schriesheim. An Examination of the Path-Goal Theory's Relationships Among Leader Behavior and Subordinate Role Clarity and Job Satisfaction. Proceedings of the Midwest Academy of Management Conference. St. Louis: Academy of Management, Midwest Division, 1976.

Janet Schriesheim and Chester Schriesheim. A Test of the Path-Goal Theory of Leadership Across Multiple Occupational Levels in a Large Public Utility. Proceedings of the Eastern Academy of Management Conference. Washington, D.C.: Academy of Management, Eastern Division, 1976.

John Jermier and Chester Schriesheim. Assessment of Alternate Causal (Path) Models Using the Simon-Blalock Technique. Proceedings of the National AIDS Conference. San Francisco: American Institute for Decision Sciences, 1976.

Charles Greene and Chester Schriesheim. Causal Paths Among Dimensions of Leadership, Group Drive,

and Cohesiveness. Academy of Management Proceedings, Thirty-Seventh Annual Meeting, 1977.

Angelo Kinicki and Chester Schriesheim. Role Clarity as a Moderator of Teacher Leadership-Student Performance and Satisfaction Relationships. Academy of Management Proceedings. Thirty-Eighth Annual Meeting, 1978.

Chester Schriesheim, Angelo Kinicki, and Janet Schriesheim. Development and Validation of a Scale to Measure Leniency in Leader Behavior Descriptions. Proceedings of the Eastern Academy of Management Conference. New York City: Academy of Management, Eastern Division, 1978.

Chester Schriesheim, and Angelo DeNisi. The Effect of Format Variation on the Convergent and Discriminant Validity of Two Leadership Description Questionnaires. Proceedings of the Midwest Academy of Management Conference. Bloomington, Ind.: Academy of Management, Midwest Division, 1978.

James Hunt, Richard Osborn, and Chester Schriesheim. Some Neglected Aspects of Leadership Research. Proceedings of the Midwest Academy of Management Conference. Bloomington, Ind.: Academy of Management, Midwest Division. 1978.

Chester Schriesheim. Antecedents of Pro-Union Voting. Academy of Management Proceedings. Thirty Eighth Annual Meeting, 1978.

Chester Schriesheim and John Jermier. Job Stress and Satisfaction in Decentralized Organizational Subunits. Proceedings of the National AIDS Conference. St. Louis: American Institute for Decision Sciences, 1978.

Angelo DeNisi and Chester Schriesheim. Cognitive Styles and Reactions to Job Characteristics. Proceedings of the Southwest Academy of Management Conference. Houston: Academy of Management, Southwest Division, 1979.

Chester Schriesheim and Angelo DeNisi. Task Dimensions as Moderators of the Effects of Instrumental Leader Behavior: A Path-Goal Approach. Academy of Management Proceedings. Thirty-Ninth Annual Meeting, 1979.

Janet Schriesheim, Mary Ann Von Glinow, and Chester Schriesheim. The Impact of Job Design Variables on Affective, Motivational, and Behavioral Variables in a Public Sector Organization. Academy of Management Proceedings, Thirty-Ninth Annual Meeting, 1979.

Chester Schriesheim. The Great Hi-Hi Leader Behavior Myth: Evidence on Its Generalizability. Proceedings of the Southeast AIDS Conference. Orlando: American Institute for Decision Sciences, Southeast Division, 1980.

Angelo Kinicki and Chester Schriesheim. Psychometric Properties of the Job Descriptive Index (JDI). Proceedings of the National AIDS Conference. Las Vegas: American Institute for Decision Sciences, 1980.

Chester Schriesheim and Anne Tsui. Measures of Attitudes Toward Company and Union: Development and Application. Proceedings of the National AIDS Conference. Las Vegas: American Institute for

Decision Sciences, 1980.

Anne Tsui and Chester Schriesheim. Information as a Power Source in Organizations: A Conceptual Viewpoint. Proceedings of the National ASIS Conference. Anaheim, California: American Society for Information Science, 1980.

Chester Schriesheim and Anne Tsui. An Investigation of Stability in Survey Feedback Data. Proceedings of the Southwest Academy of Management Conference. New Orleans: Academy of Management, Southwest Division, 1981.

Chester Schriesheim. The Use of Random Versus Grouped Modes in Controlling Leniency in Leader Behavior Descriptions. Proceedings of the National AIDS Conference. Boston: American Institute for Decision Sciences, 1981.

Angelo DeNisi and Chester Schriesheim. Implicit Theories of Leader Behavior: Their Structure and The Role of Personal Preferences. Proceedings of the National AIDS Conference. Boston: American Institute for Decision Sciences, 1981.

Chester Schriesheim and Kenneth Hill. The Effect of Item Reflections on the Validity of Questionnaire Responses: An Empirical Investigation. Proceedings of the National AIDS Conference. Boston: American Institute for Decision Sciences, 1981.

Angelo DeNisi, Janet Fulk, and Chester Schriesheim. Decision Style as a Potential Moderator in Organizational Behavior Research. Proceedings of the National AIDS Conference. Boston: American Institute for Decision Sciences, 1981.

Chester Schriesheim and Janet Fulk. Subordinate Self-Perceptions of Performance as a Moderator of the Effects of Directive Leadership: A Path-Goal Theory Extension. Academy of Management Proceedings, Forty-First Annual Meeting, 1981.

Betty Jermier and Chester Schriesheim. Improving Health Care Delivery: An Investigation of Relationships Between Head Nurse Leadership and Subordinate Nurse Satisfaction and Performance. Proceedings of the Southern Management Association Meeting. Mississippi State, MS: Academy of Management, Southern Division, 1982.

Chester Schriesheim and Urs Gattiker. A Study of the Abstract Desirability of Behavior-Based Versus Trait-Oriented Performance Appraisal Ratings. Academy of Management Proceedings. Forty-Second Annual Meeting, 1982.

Chester Schriesheim and Kathleen Powers. The Quantitative Assessment of Content Validity. Southwest Academy of Management Proceedings. Houston: Academy of Management, Southwest Division, 1983.

Philip Podsakoff and Chester Schriesheim. Measurement and Analytic Shortcomings in Field Studies of French and Raven's Bases of Social Power. Academy of Management Proceedings, Forty-Forth Annual Meeting, 1984.

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Xiaohua Zhou and Chester Schriesheim. A Theoretical Exploration of the Lack of Supervisor-Subordinate Agreement on Leader-Member Exchange Assessment. Proceedings of the Southern Management Association. San Antonio, TX: Academy of Management, Southern Division, 2004.

## **28. UNPUBLISHED PRESENTATIONS AT PROFESSIONAL MEETINGS:**

Chester Schriesheim. Simulation in Business Education: The Assessment of an Experience. Paper presented at the annual meetings of the Eastern Business Education Association, December 1971, Washington, D.C.

Chester Schriesheim and Janet Schriesheim. The Replicability of Magnitude Estimation and Pair-Comparison Treatment of Ranks in Scaling Frequency Expressions. Paper presented at the annual Eastern Psychological Association meetings, April 1975, New York City.

Chester Schriesheim. Comments on "Longitudinal Test of the Fiedler Contingency Model in a Retail Department Store Chain." Discussant's comments and paper presented at Midwest American Institute for Decision Sciences Conference, May 1977, Cleveland, Ohio.

Chester Schriesheim, James Tolliver, and Orlando Behling. Leadership Research and Theory: Some Implications for Practice. Paper presented at the Midwest Business Administration Association Meeting, April 1978, Chicago.

Chester Schriesheim. Validity, Reliability, and Baloney: Measurement in Leadership Research. Symposium presentation at the National Academy of Management Conference, San Francisco, August 1978.

Angelo DeNisi, Chester Schriesheim and Angelo Kinicki. Implicit Theories and Leader Behavior Description Validity: A Field Study. Paper presented at the American Psychological Association Convention (Division 14, Organizational and Industrial Psychology). Toronto, Canada, August 1978.

Chester Schriesheim and Susan Mohrman. Motivation, Morale, and Productivity. Presentation at the Los Angeles Chapter of the American Society for Training and Development, February 1979, Los Angeles.

Chester Schriesheim. Leadership, Organizational Structure, and Organizational Environment: Some Neglected Interactions. Symposium presentation at the National TIMS (The Institute of Management Sciences) Conference, April 1979, New Orleans, La.

Chester Schriesheim. On Reviving Dinosaurs: Bringing Back the Trait Approach. Symposium presentation at the International TIMS Conference, June 1979, Honolulu, Hawaii.

Chester Schriesheim. Bringing Back the Trait Approach to Leadership Research. Symposium presentation at the Western Academy of Management Conference, April 1979, Portland, Oregon.

Mary Ann Von Glinow and Chester Schriesheim. Affective Responses as Antecedents of Employee Job Withdrawal: A Field Investigation. Paper presented at the Western Academy of Management Conference, April 1979, Portland, Oregon.

Chester Schriesheim and Angelo DeNisi. Leniency and Personal Desirability as Confounding Factors in Organizational Research. Paper presented to the American Psychological Association Convention (Division 14, Organizational and Industrial Psychology), September 1979, New York City.

Chester Schriesheim. Data in Organizational Research: The Baloney? Symposium presentation at the Western Academy of Management Conference, March 1980, Phoenix, Arizona.

Chester Schriesheim and Anne Tsui. Development and Validation of a Short Satisfaction Measure for Use in Survey Feedback Interventions. Paper presented at the Western Academy of Management Conference, March 1980, Phoenix, Arizona.

Chester Schriesheim. Evaluating and Rewarding Teaching. Symposium presentation at the National Organizational Behavior Teaching Conference, June 1980, Los Angeles, California.

Chester Schriesheim. Unions as a Neglected Aspect of Organizational Behavior: An Examination in the Task Design Area. Paper presented at the National Academy of Management Conference, August 1980, Detroit, Michigan.

Chester Schriesheim and Barbara Bird. Job Descriptive Index (JDI) Item Content as a Source of Spurious Correlations: An Empirical Investigation. Paper presented at the National Academy of Management Conference, August 1980, Detroit, Michigan.

Chester Schriesheim. The Effects of Peer and Supervisory Leadership in Union and Nonunion Units. Paper presented at the National Academy of Management Conference, August 1980, Detroit, Michigan.

Chester Schriesheim and Anne Tsui. Dual Commitment to Company and Union: Fact or Fiction? Symposium presentation at the National Academy of Management Conference, August 1980, Detroit, Michigan.

Chester Schriesheim. Use of Stereotypes and Objective Information in Supervisory Evaluations. Paper presented at the American Psychological Association Convention (Division 14, Organizational and Industrial Psychology), September 1980, Montreal, Canada.

Chester Schriesheim. Comments on "Planned Comparison Rather Than Regression to Measure Contingency Hypotheses." Discussant's comments presented at the National American Institute for Decision Sciences Conference, November 1980, Las Vegas, Nevada.

Chester Schriesheim. Innovative Approaches to Leadership Training. Presentation at the Los Angeles Chapter of the American Society for Training and Development, February 1981. Los Angeles.

Chester Schriesheim. Job Characteristics as Dependent Variables in Leadership Research: Leadership as a Source of Task Perceptions. Symposium presentation at the Southwest Academy of Management Conference, March 1981, New Orleans.

Chester Schriesheim. Critiquing the Quality of Worklife Revolution. Discussant's comments presented at the Western Academy of Management Conference, April 1981, Monterey, California.

Kenneth Brousseau and Chester Schriesheim. Role Ambiguity and Job Scope. Paper presented at the Western Academy of Management Conference, April 1981, Monterey, California.

Chester Schriesheim and Barbara Bird. Social Desirability Response Bias as a Confounding Factor in Organizational Surveys: A Closer Look. Paper presented at the National Academy of Management Conference, August 1981, San Diego, California.

Chester Schriesheim. Comments on "Perspectives on the Managerial Job." Discussant's comments presented at the American Psychological Association Convention (Division 14, Organizational and Industrial Psychology), August 1981, Los Angeles.

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Chester Schriesheim. Non-Goal Directed Approaches to Employee Behavior: A Needed Supplement to Traditional Motivation Theories. Symposium Presentation at the Southwest Academy of Management Conference, March 1982, Dallas, Texas.

Chester Schriesheim. What It Takes for Scholarly Publication: The Writer's Perspective. Symposium presentation at the Southwest Academy of Management Conference, March 1982, Dallas, Texas.

Chester Schriesheim. The Challenge of Leadership Measurement in the 1980's and Beyond. Symposium presentation at the Western Academy of Management Conference, April 1982, Colorado Springs, Colorado.

Chester Schriesheim. Antecedents of Faculty Unionization. Presentation at the Southern Academy of Management Meeting. November 1982, New Orleans.

Chester Schriesheim. Organizational Behavior Research in Unions. Presentation at the Southern Academy of Management Meeting, November 1982, New Orleans.

Chester Schriesheim. The Need for A Code of Ethics for Academy of Management Members. Presentation at the Southern Academy of Management Meeting, November 1982, New Orleans.

Chester Schriesheim. Future Directions in Leadership Development for the Coming Decade. Presentation at the North Central Florida Chapter of the American Society for Training and Development, February 1983, Gainesville, Florida.

Chester Schriesheim. Diagnosing Organizational Productivity Problems. Presentation at the North Central Florida Chapter of the American Society for Training and Development, June 1983, Gainesville, Florida.

Chester Schriesheim. The Impact of Self-Monitoring on Performance Appraisal Processes. Presentation at the National Academy of Management Conference, August 1983. Dallas.

Chester Schriesheim. Quantitative Versus Qualitative Research. Symposium Presentation at the Northeast American Institute for Decision Sciences Conference, April 1984. Boston.

Chester Schriesheim. Dichotomies in Organizational Behavior Research. Symposium Presentation at the Northeast American Institute for Decision Sciences Conference, April 1984, Boston.

Chester Schriesheim. New Directions in Turnover Research. Symposium presentation at the National American Institute for Decision Sciences Conference, November 1984, Toronto.

Chester Schriesheim. The Uncertain Past and Future of Leadership. Discussant's comments presented at the Biennial Leadership Symposium, July 1985, Lubbock, Texas.

Chester Schriesheim, Philip Podsakoff, and Timothy Hinkin. Methodological and Analytical Problems in Field Studies of Power and Social Influence Processes: Lessons Learned from Research on French and Raven's Typology. Symposium presentation at the National Academy of Management Conference, August 1985, San Diego.

Chester Schriesheim. New Directions in Leadership Research: Some Comments. Discussant's comments presented at the National Academy of Management Conference, August 1985, San Diego.

Terri Albert, Chester Schriesheim, and William Michael. Invariance of Factorial Validity of a Job

Performance Scale. Paper presented at the American Psychological Association Convention (Division 14, Organizational and Industrial Psychology), August 1985, Los Angeles.

Timothy Hinkin and Chester Schriesheim. Development and Application of Conceptually-Consistent Outcome Mediation Power Base Measures for Use in Organizational Research. Paper presented at the National Academy of Management Conference, August 1986, Chicago.

Timothy Hinkin and Chester Schriesheim. How Subordinates Influence Their Superiors: Critique, Investigation, and Refinement of Kipnis, Schmidt, and Wilkinson's Subscales. Paper presented at the National Academy of Management Conference, August 1986, Chicago.

Chester Schriesheim. Leader Contingent Reward and Punishment Behavior: New Directions for Theory, Research, and Practice. Symposium presentation at the Southern Management Association Meeting, November 1986, Atlanta.

Chester Schriesheim. Something New, Something Old, Something Borrowed, and Something Blue: Comments on Current Performance Appraisal Research. Discussant's comments presented at the Southern Management Association Meeting, November 1986, Atlanta.

Chester Schriesheim. The Validity of Student Evaluations of University Teaching Staff: An Empirical Assessment. Paper presented at the Southern Business Administration Association annual meeting, November 1986, Atlanta.

Chester Schriesheim. Three Stars: Ascendant Scholar Presentations. Session chairman's comments presented at the annual Southern Management Association meeting, November 1987, New Orleans.

Chester Schriesheim and Linda Tetrault. Confirmatory Analyses Using Lisrel. Paper presented at the annual national Decision Sciences Institute meeting, November 1987, Boston.

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Chester Schriesheim, Donna Cooke, and Brendan Bannister. LPC as Situationally-Influenced Rater Leniency: A Field Investigation. Paper presented at the annual national convention of the American Psychological Association, Atlanta, August, 1988.

Chester Schriesheim. The State of the Art in Theory and Research Methods in Strategic Group Research. Discussant's comments presented at the annual Academy of Management meeting, Anaheim, CA, August, 1988.

Chester Schriesheim, Linda Tetrault, Angelo Kinicki, and Kenneth Carson. A Confirmatory Analysis of JDI, MSQ, and IOR Construct Validity. Paper presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology, Boston, MA, April, 1989.

Chester Schriesheim, Regina Eisenbach, and Kenneth Hill. An Experimental Investigation of Item Reversal Effects on Questionnaires. Paper presented at the annual Academy of Management meeting, Washington, D.C., August, 1989.

Chester Schriesheim. Ontology, Epistemology, Methodology, and Baloney: Comments on Structuring Debate in Organizational Studies. Discussant's comments presented at the annual Academy of Management meeting, Washington, D.C., August, 1989.

Chester Schriesheim. Defining and Measuring Power from a "Micro" Perspective: A Critical Analysis Employing the French and Raven Typology. Symposium presentation at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Miami, FL, April, 1990.

Bennett Tepper and Chester Schriesheim. The Dimensionality of Influence Tactics in Work Organizations: Taxonomical and Experimental Investigations. Paper presented at the annual Southern Management Association meeting, Orlando, FL, November, 1990.

Chester Schriesheim. Publication Strategies for Soon-To-Be and New Ph.D's. Symposium presentation at the annual Southern Management Association Doctoral Consortium, Orlando, FL, November, 1990.

Chester Schriesheim. The Construct Validity of Assessment Center Peer Appraisals: Comments and Reactions. Discussant's comments presented at the annual Southern Management Association meeting, Orlando, FL, November, 1990.

Chester Schriesheim. The Correlates of Influence: Relationships Between Organizational Influence Tactics and Antecedent and Consequence Variables. Symposium presentation at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO, April, 1991.

Chester Schriesheim, Terri Scandura, and Linda Neider. Leader-Member Exchange as a Predictor and Moderator of Delegation. Paper presented at the annual Academy of Management meeting, Miami Beach, FL, August, 1991.

Chester Schriesheim. Measurement as Recurring Discovery in Management Research: An Overview. Chairperson's comments presented at the annual Southern Management Association meeting, Atlanta, November, 1991.

Chester Schriesheim. Organizational Research on Employees and Careers: An Overview. Chairperson's comments presented at the annual Decision Sciences Institute meeting, Miami, FL, November, 1991.

Chester Schriesheim. Leader-Member Exchange Research: An Overview and Brief Synthesis. Chairperson's comments presented at the annual Northeast Decision Sciences Institute meeting, Boston, March, 1992.

Claudia Gardiner and Chester Schriesheim. Validity of A Currently-Used Leader-Member Exchange

Measure: An Empirical Assessment. Symposium presentation at the annual Northeast Decision Sciences Institute meeting, Boston, March, 1992.

Chester Schriesheim. Development and Validation of a New Measure of Leader-Member Exchange. Symposium presentation at the annual Northeast Decision Sciences Institute meeting, Boston, March, 1992.

Chester Schriesheim, Terri Scandura, and Linda Neider, Regina Eisenbach, and Bennett Tepper. Development and Validation of the LMX-6 Scale to Measure Leader-Member Exchange in Organizations. Paper presented at the annual Academy of Management Annual meeting, Las Vegas, August, 1992.

Terri Scandura and Chester Schriesheim. Structural Effects of Mentoring Relationships and Protege Career Outcomes. Symposium presentation at the annual Academy of Management Annual meeting, Las Vegas, August, 1992.

Regina Eisenbach, Terri Scandura, and Chester Schriesheim. Mentoring as a Subdimension of Leader Behavior: Theoretical Review and Preliminary Investigation. Symposium presentation at the annual Academy of Management meeting, Las Vegas, August, 1992.

Eugene Stone and Chester Schriesheim. Developing and Assessing Measures of Constructs: Construct Validity Issues in Organizational Research. Pre-convention workshop presentation at the annual Academy of Management meeting, Las Vegas, August, 1992.

Chester Schriesheim and Claudia Gardiner. Validity of the Most Commonly-Used Leader-Member Exchange Scale (LMX7) In Organizational Research: A Two-Sample Study With Implications for Future Research and Conceptualization of the LMX Construct. Paper presented at the annual Southern Management Association meeting, New Orleans, November, 1992.

Chester Schriesheim. The SMA Doctoral Consortium: Overview and Comments. Pre-convention Doctoral Consortium chairperson's remarks at the annual Southern Management Association meeting, New Orleans, November, 1992.

John Pearce II and Chester Schriesheim. The Role of Outside Activities in Professional Development: Some Thoughts and Caveats. Pre-convention Doctoral Consortium presentation at the annual Southern Management Association meeting, New Orleans, November, 1992.

Chester Schriesheim. Measuring Variables and Using Factor Analysis for Scale Construction. Pre-Convention presentation, Research Methods Division Workshop at the annual Academy of Management meeting, Atlanta, August, 1993.

Chester Schriesheim and Claudia Gardiner. The Addition of Leader Goal Clarification to Research on Contingent and Noncontingent Leader Reinforcement Behavior: A Two-Sample Investigation. Paper presented at the annual Academy of Management meeting, Atlanta, August, 1993.

Chester Schriesheim. The Research Methods Division's Best Papers: An Overview and Some Comments. Chairperson's remarks at the annual Academy of Management meeting, Atlanta, August, 1993.

Chester Schriesheim and Claudia Gardiner. Measurement Development and Validation. Pre-Convention presentation, Joint Research Methods Division and Southern Management Association Workshop at the Annual Southern Management Association meeting, Atlanta, November, 1993.

Chester Schriesheim. Trusting Data Taken From Three Sources: Eye-of-the-Beholder Effects. Discussant's remarks at the annual Southern Management Association meeting, Atlanta, November, 1993.

Chester Schriesheim and Claudia Cogliser. The Dimensional Structure of the Intrinsic-Extrinsic Satisfaction Subscales of the Minnesota Satisfaction Questionnaire (Short Form): A Multi-Sample Investigation. Paper presented at the annual Academy of Management meeting, Dallas, August, 1994.

Chester Schriesheim. Alternatives to Alternative Approaches in the Study of Leadership. Discussant's comments presented at the annual Academy of Management meeting, Dallas, August, 1994.

Chester Schriesheim. Bumps in the Road (and Lumps on the Head) on Way to a Paradigm of Influence in Organizations. Discussant's comments presented at the annual Academy of Management meeting, Dallas, August, 1994.

Chester Schriesheim and Claudia Gardiner. Measurement Development and Validation. Pre-Convention presentation, Joint Research Methods Division and Southern Management Association Workshop at the Annual Southern Management Association meeting, New Orleans, November, 1994.

Chester Schriesheim. The Use of Multivariate and Moderated Within- and Between-Entity Analysis (WABA) For Research in Organizational Behavior. Paper presented at the annual Southern Management Association meeting, New Orleans, November, 1994.

Chester Schriesheim. Leadership, Charisma, and the Multifactor Leadership Questionnaire (MLQ): Some Disquieting Observations. Discussant's remarks at the annual Southern Management Association meeting, New Orleans, November, 1994.

Claudia Cogliser and Chester Schriesheim. Social Network Analysis of Leader-Member Relations for Examining the Impact of Dyadic Structures on Workgroup Interactions. Paper presented at the annual Southern Management Association meeting, New Orleans, November, 1994.

Chester Schriesheim and Robert Vandenberg. Measurement Development and Validation. Pre-convention workshop conducted for the Research Methods Division at the annual Academy of Management meeting, Vancouver, B.C., Canada, August, 1995.

Chester Schriesheim and Timothy Hinkin. Issues in Measurement and Validation. Pre-convention "Ask the Experts" session conducted for the Research Methods Division at the annual Academy of Management meeting, Vancouver, B.C., Canada, August, 1995.

Chester Schriesheim, Claudia Cogliser, Stephanie Castro, Donna Cooke, Diana Page. Response Categories for Survey Instruments: Does It Matter? What Should You Use? Pre-convention "Ask the Experts" session conducted for the Research Methods Division at the annual Academy of Management meeting, Vancouver, B.C., Canada, August, 1995.

Chester Schriesheim, Stephanie Castro, and Claudia Cogliser. Theorizing "Within" But Testing "?:

Review of Statistical Tests of the Leader-Member Exchange (LMX) Model and Directions for Future Research. Symposium presentation at the annual Academy of Management meeting, Vancouver, B.C., Canada, August, 1995.

Chester Schriesheim and Stephanie Castro. Referent Effects in Magnitude Estimation Scaling of Survey Questionnaire Response Alternatives. Paper presented at the annual Academy of Management meeting, Vancouver, B.C., Canada, August, 1995.

Chester Schriesheim. Introduction and Overview. Chairperson's remarks presented at the annual Southern Management Association meeting, Orlando, November, 1995.

Chester Schriesheim and Stephanie Castro. Measurement Development and Validation. Pre-convention presentation, Joint Research Methods Division and Southern Management Association Workshop at the annual Southern Management Association meeting, Orlando, November, 1995.

Chester Schriesheim. Item Response Theory. Pre-convention presentation, Research Methods Division Workshop at the annual Academy of Management meeting, Cincinnati, August, 1996.

Chester Schriesheim and Stephanie Castro. Analyzing Multi-Level Data Using a Structural Equations Modeling (SEM) Analog to Within- and Between-Entities Analysis (WABA). Symposium presentation at the annual Academy of Management meeting, Cincinnati, August, 1996.

Chester Schriesheim. Comments on Identifying Nonequivalent Items. Discussant's comments presented at the annual Academy of Management meeting, Cincinnati, August, 1996.

Chester Schriesheim, Stephanie Castro, and Claudia Cogliser. Theory, Measurement, and Data Analysis in Leader-Member Exchange (LMX) Research: Review and Recommendations for Future Development. Paper presented at the annual Academy of Management meeting, Boston, August, 1997.

Chester Schriesheim, Stephanie Castro, and Francis Yammarino. Investigating Contingent Relationships By Traditional and Multivariate Within- and Between-Entities Analysis. Paper presented at the annual Academy of Management meeting, Boston, August, 1997.

Leslie Cardone, Stephanie Castro, Claudia Cogliser, and Chester Schriesheim. Current Practices in Confirmatory analysis and Structural Equations Modeling: Review, Critique, and Suggestions for Research and Practice. Symposium presentation at the annual Academy of Management meeting, Boston, August, 1997.

Chester Schriesheim. Comments on Using Field Research to Develop a Mission-Sensitive Research Program. Discussant's comments presented at the annual Southern Management Association meeting, Atlanta, November, 1997.

Angelo Kinicki, Frances McKee-Ryan, Chester Schriesheim, and Kenneth Carson. The Construct Validity of the Job Descriptive Index (JDI): Review, Critique, and Analysis. Paper presented at the annual Academy of Management meeting, San Diego, August, 1998.

Bennett Tepper, Chester Schriesheim, Daniel Nehring, Robert Nelson, Edward Taylor, and Regina Eisenbach. Multidimensionality and the Multifunctionality of Subordinates' Resistance to Downward

Influence Attempts. Paper presented at the annual Academy of Management meeting, San Diego, August, 1998.

Stephanie Castro and Chester Schriesheim. Development and Preliminary Validation of Domain-Inclusive Transformational Leadership Scales. Paper presented at the annual Academy of Management meeting, Chicago, August, 1999

Claudia Cogliser, Chester Schriesheim, Terri Scandura, and Linda Neider. Balanced and Unbalanced Relationships: An Investigation into the Outcomes Associated With Four Different Types of Leader-Member Exchanges. Paper presented at the annual Academy of Management meeting, Chicago, August, 1999

Chester Schriesheim, Stephanie Castro, Xiaohua Zhou, and Francis Yammarino. Leader-Member Exchange Quality and Use of Strong Control Tactics: A Multiple Levels-of-Analysis Examination. Paper presented at the annual Academy of Management meeting, Chicago, August, 1999

Chester Schriesheim. Present Trends and New Directions in Data Analysis. Pre-Convention Workshop Presentation at the annual meeting of the Southern Management Association, Atlanta, October, 1999.

Chester Schriesheim. Comments on Theory, Method, and Analysis Shortcomings of Contemporary Research in Leadership. Discussant's comments presented at the annual Academy of Management meeting, Toronto, August, 2000.

Chester Schriesheim. Use of WABA in Multi-Level Data Analysis. Symposium Presentation at the annual Academy of Management meeting, Toronto, August, 2000.

Chester Schriesheim. Pratfalls and Pitfalls in Multi-Level Data Analysis. All-Conference Symposium Presentation at the annual meeting of the Southern Management Association, Orlando, November, 2000.

Chester Schriesheim, Jacqueline Donovan, Xiaohua Zhou, James LeBreton, James Whanger, and Larry James. Use and Misuse of the  $r_{WG}$  Coefficient of Within-Group Agreement: Review and Suggestions for Future Research. Paper presented at the annual Academy of Management Meeting, Washington, D.C., August, 2001.

Chester Schriesheim. Testing For Agreement Prior to Data Aggregation: Comparison of Alternative Methods. Workshop presentation at the annual meeting of the Southern Management Association, New Orleans, November, 2001.

Chester Schriesheim. Organization Retention and Identification: Comments and Comparisons. Session chair comments presented at the annual meeting of the Southern Management Association, New Orleans, November, 2001.

Chester Schriesheim and Xioahua Zhou. Methodological Issues in Establishing Equivalence in Measurement: Comparison of Item Response Theory and Confirmatory Factor Analysis. Symposium presentation at the annual meeting of the Southern Management Association, New Orleans, November, 2001.

Chester Schriesheim and Xiaohua Zhou. Using Confirmatory Factor Analysis and Item Response Theory

to Ensure Measurement Invariance in Supervisor and Subordinate Descriptions of Leader-Member Exchange. Paper presented at the annual Academy of Management Meeting, Denver, August, 2002.

Chester Schriesheim. Past, Present, and Future Directions in Leader-Member Exchange Research: AN Overview and Commentary. Symposium Session Chairperson's comments presented at the annual meeting of the Southern Management Association, Atlanta, November, 2002.

Cecily Cooper, Terri Scandura, and Chester Schriesheim. Learning From Lessons Past in Studying Authentic Leadership. Paper presented at the Gallup Leadership Summit, Omaha, NE, June, 2004.

Chester Schriesheim. Teaching Leadership Effectiveness Using Contemporary Materials. Symposium presentation at the annual meeting of the Southern Management Association, San Antonio, TX, November, 2004.

Timothy Hinkin and Chester Schriesheim. Doing Nothing as a Managerial Behavior: Development and Preliminary Validation of Leader Omission and Extinction Scales. Paper presented at the annual Academy of Management Meeting, Honolulu, Hawaii, August, 2005.

Timothy Hinkin and Chester Schriesheim. A Theoretical and Empirical Examination of Bass's Transactional Leadership Dimensions. Paper presented at the annual Academy of Management Meeting, Honolulu, Hawaii, August, 2005.

Chester Schriesheim. Leadership Perspectives on Executive Development Studies: Implications Across Divisions. Symposium presentation at the annual meeting of the Academy of Management, Atlanta, August, 2006.

Chester Schriesheim. Self-Report Measurement Issues Looked at in Aggregate: Some Critical Concerns. Symposium presentation at the annual meeting of the Academy of Management, Atlanta, August, 2006.

Xiaohua Zhou and Chester Schriesheim. Using Qualitative and Quantitative Data to Examine Leader-Member Agreement on the LMX Process. Paper presented at the annual meeting of the Academy of Management, Atlanta, August, 2006.

Chester Schriesheim. Using Content Adequacy Assessment to Develop Content Valid Research Instruments. Symposium presentation at the annual meeting of the Academy of Management, Philadelphia, August, 2007.

Timothy Hinkin and Chester Schriesheim. An Examination of the Validity of the Contingent Reward and Active Management By Exception Subscales of the Multifactor Leadership Questionnaire. Paper presented at the annual meeting of the Academy of Management, Philadelphia, August, 2007.

Timothy Hinkin and Chester Schriesheim. An Examination of Omission and Extinction as Transactional Leader Behaviors. Paper presented at the annual meeting of the Southern Management Association, Nashville, TN, November, 2007.

Chester Schriesheim, Joshua Wu, and Cecily Cooper. A Two-Study Investigation of Item Wording Effects on Leader-Follower Agreement in Descriptions of the Leader-Member Exchange (LMX) Relationship. Paper presented at the annual meeting of the Southern Management Association, Nashville,

TN, November, 2007.

Chester Schriesheim, Joshua Wu, and Terri Scandura. A Theoretical and Empirical Analysis of the Levels of Analysis of the Multifactor leadership Questionnaire (MLQ). Paper presented at a Festschrift in honor of the contributions of James G. Hunt, Lubbock, TX, October, 2007.

Chester Schriesheim. Managing Adaptive Performers: Problems and Prospects. Discussant's comments presented at the annual meeting of the Southern Management Association, St. Petersburg Beach, FL, October, 2008.

Chester Schriesheim, Sheryl Alonso, and Linda Neider. A Quantitative Examination of the Content Validity and Theoretical Dimensionality of the Transformational Leadership Inventory (TLI). Paper presented at the annual meeting of the Southern Management Association, St. Petersburg Beach, FL, October, 2008.

Chester Schriesheim and Xiaohua (Tracy) Zhou. Affect and Leader-Member Exchange (LMX) Quality: Exploration and Directions for Future Research. Symposium presentation presented at the annual meeting of the Southern Management Association, St. Petersburg Beach, FL, October, 2008.

Timothy Hinkin and Chester Schriesheim. Leader Reinforcement, Behavioral Integrity, Trust, and Subordinate Outcomes: Some Empirical Tests. Paper presented at the annual meeting of the Academy of Management, Chicago, August, 2009.

Chester Schriesheim. New Approaches to Understanding Leadership: Pitfalls and Promises. Discussant's comments presented at the annual meeting of the Academy of Management, Chicago, August, 2009.

Linda Neider and Chester Schriesheim. Authentic Leadership: Review, Measurement, and Empirical Tests. Paper presented as the Bernard M. Bass Distinguished Speaker, Center for Leadership Studies, Binghamton University, 2009.

Linda Neider, Chester Schriesheim, and Sungchoon Sinclair. Differentiating Authentic from Transformational Leadership: Scale Development and Empirical Tests. Paper presented at the annual meeting of the Southern Management Association, November, 2009.

## **29. TEACHING AWARDS RECEIVED:**

University of Southern California, School of Business Administration, M.B.A. Core Teacher of the Year, 1979.

University of Miami, School of Business Administration, Excellence in Teaching Award, 1994.

University of Miami, School of Business Administration, Excellence in Teaching Award, 1995.

University of Miami, School of Business Administration, Excellence in Teaching Award, 2002.

University of Miami, School of Business Administration, Excellence in Teaching Award, 2008.

### 30. EXAMINATION, THESIS, AND DISSERTATION ADVISING:

#### University of Miami

##### M.S. Thesis Committee Memberships:

Jose Garcia (1986-1988), Department of Psychology (Co-Chairman).  
Bennett Tepper (1987-1989), Department of Psychology (Co-Chairman).  
Linda Tetrault (1988-1989), Department of Psychology (Co-Chairman).

##### Ph.D. Qualifying Committee Memberships:

Donna Cooke (1987-1988), Department of Psychology (Co-Chairman).  
Bennett Tepper (1989), Department of Psychology (Co-Chairman).  
Linda Tetrault (1989), Department of Psychology (Co-Chairman).  
Regina Eisenbach (1989-1990), Department of Management (Chairman).  
Jon Helmick (1990-1993), Department of Management (Member).  
Carole Shields (1990), Department of Management (Chairman).  
Manuel Tejada (1990-1992), Department of Management (Chairman).  
David Cook (1991-1992), Department of Management (Chairman).  
Claudia Cogliser (1991-1994), Department of Management (Chairman).  
Rainer Riess (1993-1994), Department of Management (Chairman).  
Stephanie Castro (1994-1997), Department of Management (Chairman).  
Ethlyn Williams (1995-1998), Department of Management (Member).  
Leslie (Cardone) DeChurch (1997), Department of Management  
(Chairman).  
Xiaohua Zhou (1998-2001), Department of Management (Chairman).  
Bettina Hamilton (1998-2002), Department of Management (Member).  
Jacqueline Donovan (2000-2002), Department of Management (Chairman).  
Sheryl Alonso (2007-2008), The Graduate School (Member).  
Ellenmarie McPhillip (2009), The Graduate School (Chairman).  
Ning Li (2009-2010), Department of Management (Member).  
Yonghong Liu (2010-present), Department of Management (Chairman).

##### Ph.D. Dissertation Committee Memberships:

Donna Cooke (1988-1989), Department of Psychology (Co-Chairman).  
Bennett Tepper (1989-1990), Department of Psychology (Co-Chairman).  
Linda Tetrault (1989-1991), Department of Psychology (Co-Chairman).  
Regina Eisenbach (1990-1992), Department of Management (Chairman).  
Linda Anthony (1993-1994), Department of Educational Leadership  
(Member).  
Jon Helmick (1993-1994), Department of Management (Member).  
Suzanne Lowensohn (1994-1996), Department of Accounting (Member).  
Claudia Cogliser (1994-1997), Department of Management (Chairman).  
James Hovan (1997-1998), School of Education (Member).  
Stephanie Castro (1997-1998), Department of Management  
(Chairman).  
Ethlyn Williams (1998-1999), Department of Management (Member).  
Xiaohua Zhou (2001-2002), Department of Management (Chairman).  
Sheryl Alonso (2009-2010), The Graduate School (Member).

University of Heidelberg (Germany)

M.S. Degree Committee Memberships (Coursework and thesis supervision):  
Wolfgang Beck (1992-1996), Department of Psychology (Chairman).

University of Florida

Ph.D. Qualifying Examination Committee Memberships:  
Timothy Hinkin (1982-1985), College of Business (Chairman).  
Rosemarie Reynolds (1982-1983), College of Business (Chairman).  
Kelly Vaverek (1983-1985), College of Business (Member).  
Ralph Mullin (1983-1985), College of Business (Chairman).  
Nancy Klich (1984-1986), College of Business (Chairman).  
Dissertation Committee Memberships:  
Kathleen Powers (1982-1985), College of Business (Chairman).  
Timothy Hinkin (1985), College of Business (Chairman).  
Ralph Mullin (1985-1986), College of Business (Chairman).

University of Southern California

Ph.D. Qualifying Examination Committee Memberships:  
Barbara Bird (1979-1981), School of Business (Chairman).  
Kenneth Hill (1980-1982), School of Business (Chairman).  
Anugerah Pekerti (1980-1981), School of Business (Member).  
Eric Wendler (1980-1981), Annenberg School of Communications (Member).  
Susan Komsky (1980-1981), Annenberg School of Communications (Member).  
Patricia Bachelor (1979-1981), School of Education (Member).  
Terri Cooper (1980-1981), School of Education (Member).  
Claudia Wright (1980-1981), School of Education (Member).  
Barbara Denny (1981-1982), School of Education (Member).  
Michelle Ireland (1981-1982), School of Education (Member).  
Dissertation Committee Memberships:  
Mark Mallenger (1980-1981), School of Business (Member).  
Paul Kullman (1980), School of Education (Member).  
Barbara Bird (1981-1982), School of Business (Chairman).  
Anugerah Pekerti (1981-1982), School of Business (Member).  
Patricia Bachelor (1981-1982), School of Education (Member).  
Terri Cooper (1981-1982), School of Education (Member).  
Claudia Wright (1981-1982), School of Education (Member).

University of California, Los Angeles

Ph.D. Qualifying Examination Committee Membership:  
Anne Tsui (1979-1980), Graduate School of Management (Member).

Kent State University

Ph.D. Qualifying Examination Committee Memberships:  
Angelo Kinicki (1976-1978), Graduate School of Business Administration (Chairman).  
Brendan Bannister (1977-1978), Graduate School of Business Administration (Member).  
David Skaret (1977-1978), Graduate School of Business Administration (Chairman).  
Terry Kinnear (1976-1978), Graduate School of Business Administration (Member).

Edward Marsh (1976-1978), Graduate School of Business Administration (Member).  
Thomas Falcone (1977-1978), Graduate School of Business Administration (Chairman).

### **31. COURSES TAUGHT:**

#### University of Miami

Research Methodology (Ph.D. seminar).  
Leadership and Motivation (Ph.D. seminar).  
Behavioral Science Applications in Management (advanced undergraduate course).  
Special Topics: Current Issues in Organizational Psychology (Ph.D. seminar).  
Special Topics: Current Issues in Personnel Psychology (Ph.D. seminar).  
Current Topics in Organizational Behavior (Ph.D. seminar).  
Organizational Behavior (M.B.A. required course).  
High Performance Leadership (M.B.A. elective).  
Power and Influence (M.B.A. elective).  
Human Resource Systems (M.B.A. elective).  
Leadership and Motivation (undergraduate elective).  
Organizational Behavior (undergraduate required course).

#### University of Florida

Principles of Management (introductory undergraduate course).  
Personnel Management (advanced undergraduate course).  
Applications in Organizational Behavior (advanced undergraduate course).  
Organizational Behavior (Ph.D. course).  
Research Methods in the Behavioral Sciences (Ph.D. course).  
Doctoral Workshop.

#### University of Southern California

Organizational Behavior (introductory undergraduate course).  
Leadership and Motivation (combined M.B.A. and Ph.D. course).  
Management and Organization Research (combined M.B.A. and Ph.D. Course).  
Managing Behavior in Organizations (M.B.A. course).  
Seminar in Organizational Behavior Research Methods (Ph.D. course).

#### Kent State University

Organizational Behavior (undergraduate course for majors).  
Organizational Structure and Design (undergraduate course for majors).  
Employee Behavior (M.B.A. course in organizational behavior).  
Measurement Theory (Ph.D. course).  
Leadership and Small Groups (Ph.D. course).

### **32. COURSE AND CURRICULUM DEVELOPMENT:**

#### University of Miami

Developed and taught a Ph.D. seminar, "Research Methodology" (1986).  
Developed and taught a Ph.D. seminar, "Leadership and Motivation" (1987).  
Developed and taught a Ph.D. seminar, "Special Topics: Current Issues in Organizational Psychology" (1987).

Developed and taught an M.B.A. course, "Leadership and Motivation: A Practical Approach" (1988); course revised and retitled as "High Performance Leadership" (2004).

Developed and taught a Ph.D. seminar, "Special Topics: Current Issues in Personnel Psychology" (1988).

Developed and taught a Ph.D. seminar, "Current Topics in Organizational Behavior" (1990).

Developed and taught a revised M.B.A. course on "International Human Resource Management" (1991).

Developed and taught an M.B.A. course, "Power and Influence" (1998).

#### University of Florida

Developed and taught an undergraduate course in "Research Methodology" for the Applications in Organizational Behavior Course (1983).

Developed and taught an undergraduate course in "Leadership" for the Applications in Organizational Behavior Course (1984-1985).

Revised the "Research Methods in the Behavioral Sciences" Ph.D. course to include a survey of advanced quantitative analyses (1986).

#### University of Southern California

Jointly, with the Associate Dean for Executive Programs, developed a lengthy middle management development program (which employed faculty throughout the School of Business) (1979).

Jointly, with three other faculty, revised the department Ph.D. screening examination and associated procedures (1978-1979).

Revised the "Management and Organization Research" course to include measurement theory and experimental and field study design (1979).

Standardized and coordinated the multi-section introductory undergraduate course in "Organizational Behavior" (1979-1980).

Developed and taught a Ph.D. Seminar on "Organizational Behavior Research Methods" (1981).

#### Kent State University

Jointly, with four other faculty, revised the entire doctoral program, including course requirements and examination procedures (1976-1977).

Developed and taught two new doctoral courses, "Measurement Theory" and "Leadership and Small Groups" (1977-1978).

Developed and taught an undergraduate course in "Organization Structure and Design" (1977-1978).

### **33. EXECUTIVE PROGRAM PARTICIPATION:**

Coordinated and taught in numerous university- and company-sponsored executive programs; administered a large management development program at the Graduate School of Business Administration, University of Southern California (1979-1982).

### **34. COMMITTEE AND RELATED SERVICE:**

#### University of Miami

University of Miami, Faculty Senate Administrative Services Committee (Member) (1987-1988).

University of Miami, Social Sciences Research Awards Committee, Office of the Associate Provost and Dean for Research and Graduate Studies (Member) (Spring Semester, 1987).

University of Miami, General Research Support Awards Committee, Office of the Associate Provost and Dean for Research and Graduate Studies (Member) (Spring Semester, 1987).

University of Miami, President's Curriculum Task Force (Member) (1990-1991).

University of Miami, President's Issues Committee (Member) (1990-1991).  
University of Miami, Research Council, the Graduate School (Member) (1993-1997).  
University of Miami, University Fellowships Award Committee, the Graduate School (Member) (2000-2002).  
University of Miami, the Graduate School, Chairman of the Social Sciences Awards Subcommittee (2001-2002).  
University of Miami, Board of Trustees' President Search Committee (member) (2000).  
University of Miami, Faculty Senator (2002-2004).  
School of Business Administration, Dean's Advisory Committee on Sabbatical Leaves (Member) (1986-1987; 1987-1988; 1991-1992, 1999-2000, 2002, 2003, 2005-2006).  
School of Business Administration, Doctoral Program Coordinating Committee (Member) (1987-2002; 2008-present).  
School of Business Administration, Ad Hoc Corporate Affiliate Summer Research Grant Review Committee (Member) (1988-1989; 1991-1992; 1999-2000).  
School of Business Administration, Director of Ph.D. Program in Business Administration (1988-1991; 1993-2002).  
School of Business Administration, Endowed Leslie O. Barnes Chair Search Committee (Member) (1989-1990).  
School of Business Administration, Financial Task Force (Member) (1990).  
School of Business Administration, Dean's Ad Hoc Promotion and Tenure Advisory Committee (1990-1992).  
School of Business Administration, Dean's New M.B.A. Task Force ("Aspen II-8") (Chairman) (1990-1992).  
School of Business Administration, Dean's Ad Hoc Teaching Evaluation Committee (Chairman) (1990-1992).  
School of Business Administration, Ad Hoc Faculty Productivity Committee (1991).  
School of Business Administration, Dean's Ad Hoc Budget Advisory Committee (1991-1992).  
School of Business Administration, Executive M.B.A. Faculty (Member) (1991-present).  
School of Business Administration, School Council Graduate Curriculum Committee (Chairman) (1992-1994).  
School of Business Administration, Dean's Advisory Committee on Tenure and Promotion (Chairman) (1994-2004).  
School of Business Administration, Dean's Advisory Committee on Tenure and Promotion (Member) (2007-2010).  
School of Business Administration, Graduate Curriculum Committee (Member) (2007-present).  
School of Business Administration, Endowed Samuel N. Friedland Chair Search Committee (Member) (1996-1997).  
School of Business Administration, School Council (Member) (1999-2005).  
School of Business Administration, Dean's Representative to the Promotion Committee of Political Science Department (2006)  
Department of Management, Acting Chairman for the Promotion of Dr. Linda Neider (1989), Dr. Robert Grosse (1990), and Dr. Steven Ullmann (1991) to the rank of Professor (1989), for the tenure of Dr. Jeffrey Kerr (1991), and for the tenure and promotion of Dr. John Bradford (1991) to the rank of Associate Professor.  
Department of Management, Curriculum Revision Committee (Chairman 1986-1987; Member 1987-1988 and 1988-1989).  
Department of Management, Faculty Recruiting Committee (Chairman) (1987-1988; 1989-1990).  
Department of Management, Faculty Compensation Committee (Member) (1987-1988; 1990-1991; 1994-

1995; 1997-1998; 2006-2007).

Department of Management, Faculty Compensation Committee (Chairman) (1988-1989; 1991-1992).

Department of Management, Graduate Curriculum Revision Committee (Chairman 1990-1993).

Department of Management, Acting Department Chairman (July-August 1987 and July-August 1991).

Department of Management, Scholarly Publications Certification Committee (Chairman) for the promotion of Dr. Haresh Gurnani and the reappointment of Dr. Cecily Cooper (2006).

Department of Management, Scholarly Publications Certification Committee (Chairman) for the reappointment of Dr. Burak Kazaz (2007).

Department of Management, Ph.D. Program Coordinator (2008-present).

Department of Management, New OB Faculty Search and Selection Coordinator (2009-present).

Department of Political Science, Promotion Committee for Michael Milakovich's promotion to the rank of Professor (Dean's Appointment), 2007.

Department of Psychology, Director of Organizational Psychology Ph.D. Program (1986-1991).

#### University of Florida

College of Education, Search Committee for Chaired Professor of Educational Leadership (1985-1986).

College of Business Administration Petitions Committee (1984-1986).

College of Business Administration Travel Policy Committee (1982-1983).

Department of Management and Administrative Sciences, Ph.D. Program Coordinator (1984-1986).

Department of Management and Administrative Sciences, Ad Hoc Non-Tenured Faculty Review Committee (1985).

Department of Management and Administrative Sciences, Faculty Recruiting Committee (1983-1984).

#### University of Southern California

School of Business Administration Ad Hoc Student Teaching Evaluations Review Committee (Chairman) (1979-1982).

School of Business Administration Research Grant Review Board (1980-1982).

School of Business Administration Computer Services Committee (1978-1980).

Department of Organizational Behavior Ph.D. Program Administration Committee (1978-1982).

Department of Organizational Behavior Department Chairpersons Search Committee (1981-1982).

#### Kent State University

Department of Administrative Sciences Faculty Recruiting Committee (Chairman) (1976-1978).

College of Business Administration Programs and Resources Committee (1976-1978).

Department of Administrative Sciences Executive Committee (1976-1977).

### **35. COMMUNITY ACTIVITIES:**

Advisor to the United Way of Miami-Dade County (1992-2001).

Representative-at-Large, Executive Committee, Pastoral Council, St. Louis Catholic Church, Miami, FL (1991-1994).

Coordinator, Rite of Christian Initiation of Adults Ministry, St. Louis Catholic Church, Miami, FL (1991-1994).

Advisor to the Health Subcommittee of We Will Rebuild, Miami, FL (1992-1993).

Member, Board of Trustees, Miami Country Day School (2002-2006).

In addition to speaking before various university and civic groups, management training, executive development, and consulting services have been rendered to a number of large and small organizations. Some examples include (further details available upon request).

Midwestern public utility. Development and validation of an internal instrument for assessing personnel attitudes and behaviors in a large number of areas; provision of feedback on survey results and subsequent management development programs based upon the survey data.

Large clothing manufacturer. Institution of an entire program of job redesign in 16 plants with a total of 4,000 employees, evaluation of program results and feedback to top corporate officers.

Metallurgical products producer. Assessment of internal management problems by interviews conducted with a cross-section of corporate and plant personnel; development of recommendations for improved organizational performance and feedback to top corporate personnel.