

EDWARD C. TOMLINSON

Department of Management and Industrial Relations
College of Business and Economics • West Virginia University
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EDUCATION

- Ph.D. The Ohio State University, June 2004
Labor and Human Resources
Dissertation: Cheap talk, valuable results: A causal attribution model of the impact of promises and apologies on short-term trust recovery
- M.L.H.R. The Ohio State University, March 2002
- M.B.A. Lynchburg College in Virginia, 1998
- B.A. Virginia Military Institute, With Distinction, 1993
Major: Economics and Business

ACADEMIC AND PROFESSIONAL EXPERIENCE

- 2017-present: College of Business and Economics, West Virginia University
Professor, Department of Management and Industrial Relations
- 2011-2017: College of Business and Economics, West Virginia University
Associate Professor, Department of Management and Industrial Relations
- 2009-2011: Boler School of Business, John Carroll University
Associate Professor, Department of Management, Marketing, and Logistics
- 2008-2011: Boler School of Business, John Carroll University
Mulwick Scholar: a competitive, endowed position in recognition of past research productivity at a consistently high level and expectations of future research potential
- 2004-2009: Boler School of Business, John Carroll University
Assistant Professor, Department of Management, Marketing, and Logistics
- 2001-2004: Fisher College of Business, The Ohio State University

Instructor, Department of Management and Human Resources

- Spring 2003: Otterbein College
Adjunct Instructor, MBA program
- 1999-2004: Fisher College of Business, The Ohio State University
Graduate Research Assistant, Department of Management and Human Resources
- 1988-1999: Food Lion, Inc.
Various positions including Grocery Manager, Assistant Store Manager, Best Practices Trainer, and Store Manager

RESEARCH INTERESTS

The role of trust and distrust in professional relationships; rebuilding broken trust; conflict management and resolution; negotiation dynamics and processes; discretionary workplace behavior.

PUBLICATIONS: JOURNAL ARTICLES

- Tomlinson, E. C., Polin, B., Gray, B., & Barry, B. (2017). Lessons learned from working with Roy. J. Lewicki. *Negotiation and Conflict Management Research, 10*, 126-140.
- Schnackenberg, A., & Tomlinson, E. C. (2016). Organizational transparency: A new perspective on managing trust in organization-stakeholder relationships. *Journal of Management, 42*, 1784-1810. DOI: 10.1177/0149206314525202
- Tomlinson, E. C., & Lewicki, R. J. (2015). The negotiation of contractual agreements. *Journal of Strategic Contracting and Negotiation, 1*, 85-98.
- Tomlinson, E. C., & Carnes, A. (2015). When promises are broken in a recruitment context: The role of dissonance attributions and constraints in repairing behavioral integrity. *Journal of Occupational and Organizational Psychology, 88*, 415-435.
- Tomlinson, E. C., Lewicki, R. J., & Ash, S. R. (2014). Disentangling the moral integrity construct: Values congruence as a moderator of the behavioral integrity-citizenship relationship. *Group & Organization Management, 39*, 720-743. DOI: 10.1177/1059601114551023.
- Tomlinson, E. C. (2013). An integrative model of entitlement beliefs. *Employee Responsibilities and Rights Journal, 25*: 67-87. DOI: 10.1007/s10672-012-9208-4.

- Tomlinson, E. C. (2012). The impact of apologies and promises on post-violation trust: The mediating role of interactional justice. *International Journal of Conflict Management, 23*, 224-247.
- Tomlinson, E. C. (2011). The context of trust repair efforts: Exploring the role of relationship dependence and outcome severity. *Journal of Trust Research, 1*, 139-157.
- Wang, S., Tomlinson, E. C., & Noe, R. A. (2010). The role of mentor trust and protégé internal locus of control in formal mentoring relationships. *Journal of Applied Psychology, 95*, 358-367. DOI: 10.1037/a0017663.
- Tomlinson, E. C. (2009). Teaching the interactionist model of ethics: Two brief case studies. *Journal of Management Education, 33*, 142-165.
- Tomlinson, E. C., Dineen, B. R., & Lewicki, R. J. (2009). Trust congruence among integrative negotiators as a predictor of joint-behavioral outcomes. *International Journal of Conflict Management, 20*, 173-187. DOI: 10.1108/10444060910949621.
- Tomlinson, E. C., & Mayer, R. C. (2009). The role of causal attribution dimensions in trust repair. *Academy of Management Review, 34*, 85-104.
- Tomlinson, E. C., & Bockanic, W. N. (2009). Avoiding liability for wrongful termination: "Ready, Aim, ... Fire!" *Employee Responsibilities and Rights Journal, 21*, 77-87. DOI: 10.1007/s10672-008-9068-0.
- Lewicki, R. J., Tomlinson, E. C., & Gillespie, N. (2006). Models of interpersonal trust development: Theoretical approaches, empirical evidence, and future directions. *Journal of Management, 32*, 991-1022. DOI: 10.1177/0149206306294405.
- Tomlinson, E. C., & Lewicki, R. J. (2006). Managing distrust in intractable conflicts. *Conflict Resolution Quarterly, 24*, 219-228. DOI: 10.1002/crq.170.
- Dineen, B. R., Lewicki, R. J., & Tomlinson, E. C. (2006). Supervisory guidance and behavioral integrity: Relationships with employee citizenship and deviant behavior. *Journal of Applied Psychology, 91*, 622-635. DOI: 10.1037/0021-9010.91.3.622.
- Tomlinson, E. C., Dineen, B. R., & Lewicki, R. J. (2004). The road to reconciliation: Antecedents of victim willingness to reconcile following a broken promise. *Journal of Management, 30*, 165-187. DOI: 10.1016/j.jm.2003.01.003.
- Greenberg, J., & Tomlinson, E. C. (2004). Situated experiments in organizations: Transplanting the lab to the field. *Journal of Management, 30*, 703-724. DOI: 10.1016/j.jm.2003.11.001.

Dixon, M., Wang, S., Calvin, J., Dineen, B. R., & Tomlinson, E. C. (2002). The panel interview: A review of empirical research and guidelines for practice. *Public Personnel Management, 31*, 397-428.

PUBLICATIONS: EDITED BOOK

Burke, R. J., Tomlinson, E. C., & Cooper, C. (Eds.). (2011). *Crime and corruption in organizations: Why it happens and what to do about it*. Surrey, England: Gower.

PUBLICATIONS: BOOK CHAPTERS

Tomlinson, E. C. (in press). The contributions of attribution theories to trust research. In S. Sitkin, R. Searle, & Nienaber, A. (Eds.), *The Routledge Companion to Trust*. Routledge.

Tomlinson, E. C., & Pozzuto, A. (2016). Criminal decision making in organizational contexts. In S. R. Van Slyke, M. L. Benson, & F. T. Cullen (Eds.), *The Oxford Handbook of White-Collar Crime* (pp. 367-381). New York, NY: Oxford University Press.

Lewicki, R. J., & Tomlinson, E. C. (2014). Trust, trust development, and trust repair. In M. Deutsch, P. Coleman, & E. Marcus (Eds.), *The handbook of conflict resolution* (3rd ed., pp. 104-136). San Francisco, CA: Jossey Bass.

Lewicki, R. J., & Tomlinson, E. C. (2014). Negotiation. In M. Deutsch, P. Coleman, & E. Marcus (Eds.), *The handbook of conflict resolution* (3rd ed., 795-816). San Francisco, CA: Jossey Bass.

Tomlinson, E. C., Heames, J. T., & Bockanic, W. N. (2014). Workplace bullying: Remedies for victims. In L. Crothers & J. Lipinski (Eds.), *Bullying in the workplace: Causes, symptoms, and remedies* (pp. 291-304). New York, NY: Routledge.

Tomlinson, E. C., Schnackenberg, A., & Amdurer, E. (2013). Managing organizational trust in the 21st century: A pragmatic approach to trust development, maintenance, and repair. In T. J. Wilkinson & V. R. Kannan (Eds.), *Strategic management in the 21st century* (Vol. 3, pp. 126-146). Santa Barbara, CA: Praeger.

Tomlinson, E. C., Lewicki, R. J., & Wang, S. (2012). Trust therapy: The effects of impact and intent strategies on trust repair. In L. L. Neider & C. Schriesheim (Eds.), *Research in management* (Vol. 9, pp. 165-180). Charlotte, NC: Information Age Publishing.

- Simons, T., Tomlinson, E. C., & Leroy, H. (2012). Research on behavioral integrity: A promising construct for positive organizational scholarship. In K. Cameron & G. Spreitzer (Eds.), *Handbook of positive organizational scholarship* (pp. 325-339). New York, NY: Oxford University Press.
- Tomlinson, E. C. (2011). The role of trust in employee theft. In R. J. Burke, E. C. Tomlinson, & C. Cooper (Eds.), *Crime and corruption in organizations: Why it happens and what to do about it* (pp. 121-141). United Kingdom: Gower.
- Tomlinson, E. C. (2009). Reducing employee theft: Weighing the effectiveness of intervention attempts. In R. J. Burke & C. Cooper (Eds.), *Research companion to corruption in organizations* (pp. 231-251). Cheltenham, UK: Edward Elgar.
- Tomlinson, E. C., & Greenberg, J. (2007). Understanding and deterring employee theft with organizational justice. In J. Langan-Fox, C. Cooper, & R. Klimoski (Eds.), *Research companion to the dysfunctional workplace: Management challenges and symptoms* (pp. 285-301). Cheltenham, UK: Edward Elgar.
- Tomlinson, E. C., & Greenberg, J. (2005). Discouraging employee theft by managing social norms and promoting organizational justice. In R. Kidwell & C. Martin (Eds.), *Managing organizational deviance* (pp. 211-232). Thousand Oaks, CA: Sage.
- Lewicki, R. J., Wiethoff, C., & Tomlinson, E. C. (2005). What is the role of trust in organizational justice? In J. Greenberg & J. Colquitt (Eds.), *The handbook of organizational justice* (pp. 247-270). Mahwah, NJ: Lawrence Erlbaum Associates.
- Greenberg, J., & Tomlinson, E. C. (2004). The methodological evolution of employee theft research: The DATA cycle. In R. Griffin & A. O'Leary-Kelley (Eds.), *The dark side of organizational behavior* (pp. 426-461). San Francisco, CA: Jossey-Bass.
- Lewicki, R. J., Dineen, B. R., & Tomlinson, E. C. (2002). Organizational theory addendum: The 1990s. In V. A. Kremenyuk (Ed.), *International negotiation: Analysis, approaches, issues* (2nd ed., pp. 175-185). San Francisco, CA: Jossey-Bass. (An error occurred in the printing of this book such that the second and third author's names were not included in the byline for the chapter. Letter of certification available upon request.)
- Heneman, R. L., Tansky, J. W., & Tomlinson, E. C. (2001). Hybrid reward systems for virtual organizations: A review and recommendations. In R. L. Heneman & D. B. Greenberger (Eds.), *Human resource management in virtual organizations* (pp. 245-262). Greenwich, CT: Information Age Publishing.

CONFERENCE PRESENTATIONS

- Tomlinson, E. C., Schnackenberg, A., Dawley, D., & Ash, S. R. (2016, August). *Exploring the differential predictors of cognition- and affect-based trust*. Paper to be presented at the annual meeting of the Academy of Management, Anaheim, CA.
- Simons, T., McLean Parks, J., & Tomlinson, E. C. (2014, August). *Department-level and business unit-level effects of behavioral integrity*. Paper presented in an All-Academy symposium entitled, “Behavioral Integrity – Perceived Word-Action Alignment – as a Driver of the Power of Words” at the annual meeting of the Academy of Management, Philadelphia, PA.
- Tomlinson, E. C., & Carnes, A. (2014, August). *Broken promises: Repairing behavioral integrity via dissonance attributions and constraints*. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA.
- Tomlinson, E. C., Lewicki, R. J., & Ash, S. R. (2013, November). *The moderating effect of values congruence on the behavioral integrity-citizenship relationship*. Paper presented at the annual meeting of the Southern Management Association, New Orleans, LA.
- Tomlinson, E. C., & Carnes, A. (2013, August). *Long overdue: Unresolved issues in entitlement research*. Paper presented in a symposium (organized and coordinated by Carnes & Tomlinson) entitled, “The current state of psychological entitlement research: Clarifying the construct, identifying its effects, and managing entitled employees” at the annual meeting of the Academy of Management, Orlando, FL.
- Schnackenberg, A., & Tomlinson, E. C. (2012, August). *The role of transparency in the trustworthiness-trust relationship*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.
- Tomlinson, E. C., & Tomlinson, E. C. (2012, June). *Documenting teaching effectiveness through semester reports: A succinct practical method to sustain pedagogical momentum*. Paper presented at the annual meeting of the Organizational Behavior Teaching Conference, St. Catherines, Ontario.
- Hartman, N. S., & Tomlinson, E. C. (2010, October). *At the intersection of employee citizenship and counterproductive behaviors: Ultra-citizenship behavior*. Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, FL.
- Simons, T., Tomlinson, E. C., & Leroy, H. (2010, August). *Research on behavioral integrity: An examination of actual and perceived alignment*. Paper presented in a symposium entitled, “Behavioral integrity: Tracking consequences in diverse

- settings” presented at the annual meeting of the Academy of Management, Montreal, Canada.
- Tomlinson, E. C. (2010, August). *Building and repairing trust: The role of transparency in trustworthiness evaluations*. Panelist for a symposium entitled, “Bridging the gap: How trust and transparency relate in the modern economy” presented at the annual meeting of the Academy of Management, Montreal, Canada.
- Tomlinson, E. C. (2010, June). *DDAR/E your students to care about OB: A flexible assignment for mastering OB theories*. Paper presented at the annual meeting of the Organizational Behavior Teaching Conference, Albuquerque, NM.
- Wang, S., Tomlinson, E. C., & Noe, R. A. (2009, August). *Trust and mentoring functions: The role of protégé locus of control*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.
- Mayer, R. C., & Tomlinson, E. C. (2009, June). *Exploring the dynamics of power: The Toyota negotiation role play*. Paper presented at the annual meeting of the Organizational Behavior Teaching Conference, Charleston, SC.
- Tomlinson, E. C. (2008, August). *Why does "cheap talk" work?: Interactional justice as a mediator between apologies and trust repair*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.
- Tomlinson, E. C. (2008, August). *Improving behavioral integrity after a broken promise*. Paper presented in a symposium entitled, “Behavioral integrity: Emerging construct, new questions, new insights” at the annual meeting of the Academy of Management, Anaheim, CA.
- Tomlinson, E. C. (2008, June). *Teaching the interactionist model of ethics: Two brief case studies*. Paper presented at the annual meeting of the Organizational Behavior Teaching Conference, Wellesley, MA.
- Tomlinson, E. C. (2007, June). *Measuring class contributions in management courses*. Paper presented at the annual meeting of the Organizational Behavior Teaching Conference, Malibu, CA.
- Tomlinson, E. C., Ash, S. R., & Hall, R. J. (2006, August). *When we don't see eye-to-eye: The moderating effect of behavioral integrity on organizational identity*. Paper presented in a symposium entitled, “Behavioral integrity: Perceived word-action alignment as a focal construct for research” at the annual meeting of the Academy of Management, Atlanta, GA.
- Ash, S. R., & Tomlinson, E. C. (2006, June). *Personality testing in organizations: The good, the bad, and the ugly*. Paper presented at the annual meeting of the Organizational Behavior Teaching Conference, Rochester, NY.

- Hartman, N., Tomlinson, E. C., & Dutta, S. (2005, November). *Dysfunctional and ultra citizenship behaviors: A theoretical model for employee interventions*. Paper presented at the annual meeting of the Southern Management Association, Charleston, SC.
- Forbes, B., Tomlinson, E. C., Hartman, N., & Lynn, M. (2005, June). *Jazz improvisation as a means to illustrate meeting dynamics*. Proposal presented at the annual meeting of the Organizational Behavior Teaching Society, Scranton, PA.
- Tomlinson, E. C., Hartman, N., Forbes, B., & Lynn, M. (2005, April). *Music of the meeting: Can musical accompaniment to training videos increase cognitive and affective outcomes?* Proposal presented at the New Research Discussion Track at the annual meeting of the Midwest Academy of Management, Chicago, IL.
- Tomlinson, E. C. (2004, August). *Promises and apologies as antecedents of trust recovery: Is talk cheap?* Paper presented in a symposium entitled, "Do you trust me? Examining antecedents of trust in task contexts" at the annual meeting of the Academy of Management, New Orleans, LA.
- Dineen, B. R., Lewicki, R. J., & Tomlinson, E. C. (2004, April). *Examining supervisory coaching and modeling behaviors as antecedents of employee discretionary behaviors*. Paper presented in a symposium entitled, "Theoretical advancements in the study of anti-social behavior at work" at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Tomlinson, E. C., & Lewicki, R. J. (2003, August). *Trust therapy: The effects of apologies and restitution in rebuilding trust*. Paper presented in a symposium entitled, "Denials, Deception, Apologies, and Actions: The Mechanics of Restoring Trust" at the annual meeting of the Academy of Management, Seattle, WA.
- Lewicki, R. J., & Tomlinson, E. C. (2003, June). *The effects of reputation and post-violation communication on trust and distrust*. Paper presented at the annual meeting of the International Association of Conflict Management, Melbourne, Australia.
- Tomlinson, E. C., Lewicki, R. J., & Dineen, B. R. (2002, August). *Dealing with damaged trust: How to rebuild trust and temper distrust*. Paper presented as part of an All-Academy symposium entitled "Theory, Evidence, and an Agenda for Future Research on Rebuilding Trust" at the annual meeting of the Academy of Management, Denver, CO.
- Tomlinson, E. C., Dineen, B. R., & Lewicki, R. J. (2002, April). *Trust fit among negotiators as a predictor of joint behavioral outcomes*. Proposal presented at the

New Research Discussion Track at the annual meeting of the Midwest Academy of Management, Indianapolis, IN.

Lewicki, R. J., Dineen, B. R., & Tomlinson, E. C. (2001, August). *Coaching versus modeling: Examining supervisory impact on climate and attitudinal outcomes at the branch level of analysis*. Paper presented at the annual meeting of the Academy of Management, Washington, DC.

Tomlinson, E. C., Dineen, B. R., & Lewicki, R. J. (2001, June). *Reconciliation following a broken promise: Antecedents for victim willingness to reconcile an identification-based trust relationship*. Paper presented at the annual meeting of the International Association of Conflict Management, Paris, France.

Tomlinson, E. C., Dineen, B. R., & Lewicki, R. J. (2001, April). *The road to reconciliation: The antecedents of reconciled trust following a broken promise*. Paper presented at the annual meeting of the Midwest Academy of Management, Toledo, OH.

- *Nominated for Best Paper Award.*

Kae, S. J., Cawthorne, F., & Tomlinson, E. C. (2000, April). *Exploration of workplace disclosure of domestic violence and the mentoring of employee victims*. Diversity in Mentoring Conference.

Kae, S. J., & Tomlinson, E. C. (2000, March). *The organizational and supervisory barriers to subordinate self-disclosure of domestic partner violence*. Presented at Work and Family: Expanding the Horizons, San Francisco, CA.

INVITED PRESENTATIONS

Tomlinson, E. C. (2012, June). *Negotiation: Five steps to a better agreement*. Presented at the monthly meeting of the North Central West Virginia SHRM, Morgantown, WV.

Tomlinson, E. C. (2010, October). *Repairing Trust*. Presented at the annual fall conference of the Virginia Mediation Network, Wintergreen Resort, VA.

TEACHING INTERESTS

Organizational behavior: Introductory courses at both undergraduate and graduate levels; advanced courses in Conflict Management and Negotiation.

Human resource management: Introductory courses; advanced courses in Compensation, Performance Management, and Labor Relations.

INSTRUCTIONAL RESOURCES

Essays:

- Tomlinson, E. C., & Lewicki, R. J. (2003). Distrust. Intractable Conflict Knowledge Base Project, <http://www.beyondintractability.org>
- Tomlinson, E. C., & Lewicki, R. J. (2003). Trust building. Intractable Conflict Knowledge Base Project, <http://www.beyondintractability.org>

Course Materials:

- Author of role play, with Roger Mayer, entitled, “Toyonda” in Lewicki, Barry, and Saunders (2010), *Negotiation: Readings, exercises, and cases* (6th ed.). Boston: Irwin McGraw-Hill.
- Author of case entitled, “Command Performance” in McShane and Von Glinow (2009), *Organizational behavior: Essentials* (2nd ed.). Boston: Irwin McGraw-Hill.
- Instructions for a capstone team project assignment credited in the Instructor’s Manual for Kreitner, R., & Kinicki, A. (2007). *Organizational behavior* (7th ed.). Boston: Irwin McGraw-Hill.
- Author of *Compensation Management*, MR 637 (2006), Graduate Student Learning Guide for Ashworth College.

TEACHING EXPERIENCE

The Ohio State University – Undergraduate Courses:

- Introduction to Organizational Behavior
- Management Applications in Business
- Introduction to Human Resource Management
- Conflict and Negotiation
 - Proposed, developed, and taught this new course offering twice.

Otterbein College – MBA Course:

- Negotiation and Communication

John Carroll University – Undergraduate Courses:

- Organizational Behavior and Management
- Compensation

John Carroll University – MBA Courses:

- Performance Management
- Negotiation
- Trust Management

- Developed and taught this course for the new Integrated Business Decision MBA program

West Virginia University – Undergraduate Courses:

- Conflict Management
- Compensation and Benefits
- Labor Relations and Collective Bargaining

West Virginia University – Ph.D. Course:

- Seminar on Group and Social Processes

SERVICE

Editorial Board Member:

- *Group & Organization Management*, July 2014-2016
- *Journal of Occupational and Organizational Psychology*, 2013-present
- *Journal of Trust Research*, 2009-present

Ad hoc Reviewer for Academic Journals:

- *Academy of Management Review* (special issue on relationship repair)
- *Group & Organization Management*
- *Human Relations*
- *International Journal of Conflict Management*
- *Journal of Applied Social Psychology*
- *Journal of Management*
- *Journal of Management Education*
- *Journal of Management Inquiry*
- *Journal of Management Studies*
- *Journal of Occupational and Organizational Psychology*
- *Journal of Trust Research*
- *Management and Organization Review*
- *Organizational Behavior and Human Decision Processes*
- *Organizational Research Methods*

Reviewer for Conference Paper Submissions:

- 2016 Academy of Management Conference
- 2013 Academy of Management Conference
- 2012 Academy of Management Conference
- 2012 Organizational Behavior Teaching Conference
- 2010 Organizational Behavior Teaching Conference
- 2009 Organizational Behavior Teaching Conference
- 2008 Academy of Management (Conflict Management Division)
- 2008 Organizational Behavior Teaching Conference
- 2005 Midwest Academy of Management (OB track)

- 2004 Southern Management Association (HR, Careers Track)
- 2003 Midwest Academy of Management (HR, OB Tracks)
- 2003 Southern Management Association (HR/Careers Track)
- 2002 Midwest Academy of Management (HR, OB, and ME Tracks)

Service at Conference Meetings:

- Session Chair for “Assessing trustworthiness and moral character” paper session at the 2016 annual meeting of the Academy of Management, Anaheim, CA.
- Panelist and facilitator for “Trust between individuals and organizations” Professional Development Workshop at the 2015 annual meeting of the Academy of Management, Vancouver, Canada.
- Session Chair (with Andrew Carnes) for “The current state of psychological entitlement research: Clarifying the construct, identifying its effects, and managing entitled employees” symposium at the 2013 annual meeting of the Academy of Management, Orlando, FL.
- Session Chair for “Trust in Teams” paper session at the 2008 annual meeting of the Academy of Management, Anaheim, CA.
- Session Chair for “Trust in Negotiation and Conflict” paper session at the 2003 annual meeting of The International Association for Conflict Management, Paris, France.

Reviewer for Textbooks:

- Anonymous authors. (in press). *OMM 618: Human Resources Management*. Chapters 1-4. Ashford University.
- Colquitt, J. A., Wesson, M. J., & LePine, J. A. (2011). *Organizational behavior: Improving performance and commitment in the workplace* (2nd ed.). McGraw-Hill.
- Lewicki, R. J., Barry, B., & Saunders, D. M. (2010). *Negotiation* (6th ed.). McGraw Hill. [reviewed for preparation of 7th edition]
- Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2010). *Organizational behavior: Essentials for improving performance and commitment in the workplace*. McGraw-Hill.
- Colquitt, J. A., Wesson, M. J., & LePine, J. A. (2009). *Organizational behavior: Improving performance and commitment in the workplace*. McGraw-Hill.
- Schermerhorn, J. R., Jr., Hunt, J. G., & Osborn, R. N. (2008). *Organizational behavior* (10th ed.). John Wiley & Sons.
- Hitt, M. A., Miller, C. C., & Colella, A. (2006). *Organizational behavior: A strategic approach*. John Wiley & Sons.
- Schermerhorn, J. R., Jr., Hunt, J. G., & Osborn, R. N. (2005). *Organizational behavior* (9th ed.). John Wiley & Sons.
- Cherrington & Dyer (2004). *Creating effective organizations: Essentials of organizational behavior, human resource management, and strategy* (4th ed.).
- Dessler, G. (2003). *Human resource management* (6th ed.). New Jersey: Prentice Hall.

Committee Chairs:

- Chair, Comprehensive exam committee for Ph.D. student Huaizhong Chen, July 2016.
- Chair, Search Committee for tenure track Associate/Full Professor of Human Resource Management and Coordinator, MSIR program, Spring 2016 and Fall 2016.
- Chair, Department Curriculum Committee, Department of Management and Industrial Relations, College of Business & Economics, West Virginia University, 2012-present.
- Chair, Task Force to evaluate HR undergraduate program, 2015 - present.

Committee Memberships:

- Senior Reader for Ph.D. student Lu Zuo's Qualifying Paper, Summer 2015 – Summer 2016.
- Comprehensive exam committee member for Ph.D. student Kevin Knotts, July 2015 – December 2015.
- Second Reader for Ph.D. student Kevin Knotts' Qualifying Paper, 2014-2015.
- Search committee member for Teaching Assistant Professor in the MSIR program, Summer/Fall 2015.
- Search committee member for Teaching Assistant Professor in the MSIR program, Fall 2014.
- Management Department Promotion & Tenure Committee, Fall 2014-present.
- Management Ph.D. Committee, Department of Management and Industrial Relations, College of Business & Economics, West Virginia University, 2011-2012; 2014-present.
- Undergraduate Programs Committee, College of Business & Economics, West Virginia University, 2012-present.
- Roethlisberger Award Selection Committee: To select the best article in *Journal of Management Education*, 2010.
- Faculty Council Grievance Pool, At-large member for full term, John Carroll University, 2010-2011.
- Faculty Council Committee on Rank, Tenure, and Salary, Division I, John Carroll University, 2009-2011.
- Institutional Review Board Committee Member, John Carroll University, 2007-2013 (two terms).
- Boler School of Business Undergraduate Core Curriculum Committee, 2007-2008.
- Search committee member for Tenure-track assistant professor of organizational behavior (leadership) at John Carroll University, 2008.
- Search committee member for Tenure-track assistant professor of strategic management at John Carroll University, 2007.
- Search committee member for Visiting assistant professor of management at John Carroll University, 2007.
- Search committee member for MLHR/Ph.D. Program Coordinator at The Ohio State University Fisher College of Business, 2002.

Dissertation/Thesis Advising:

- Rachel Daniel, Executive Doctor of Management Program, Case Western Reserve University (External Advisor).

Other Advising Contributions:

- Advisor, Chestnut Ridge Church Campus Ministry, August 2017-May 2018.
- Co-advisor (with Dr. Nathan Hartman) to the JCU student chapter of the Society of Human Resource Management, 2006-2011.
- Student advisor for freshmen, sophomores, and BSOB majors at John Carroll University, 2005-2011.

Other Service Contributions:

- Undergraduate business management degree programs presentation at WVU Employer Summit, June 2016.
- Management representative at Discover WVU Day, October 2015.
- WVU MSIR Recruiting visit to student SHRM chapter at John Carroll University, Fall 2011, Fall 2013; at Virginia Military Institute, Fall 2012.
- Co-authored proposal for new major in Human Resource Management at John Carroll University; new major was approved and the HR curriculum received approval by the Society for Human Resource Management, June 2009-2010.
- Faculty participant in the Boler School of Business Community Day, 2008, 2010.
- Advisory Board member for the Economics and Business Department, Virginia Military Institute, 2006-present.
- Nominated and inducted as a mentor for an undergraduate scholar in the Mount Leadership Society at The Ohio State University, 2003.

Service to the Community:

- Guest lecturer, Jobs for Life program at Christian Help, Inc., Morgantown, WV, Fall 2016.
- Mentor, Jobs for Life program at Christian Help, Inc., Morgantown, WV, Fall 2015.
- Member, Jobs for Life Advisory Committee at Christian Help, Inc., Morgantown, WV, July 2015-present.
- Instructor, Jobs for Life program at Christian Help, Inc., Morgantown, WV, Fall 2014.
- Mentor, Jobs for Life program at Christian Help, Inc., Morgantown, WV, Fall 2013.

HONORS AND AWARDS

- Dean's Scholar, College of Business & Economics, West Virginia University, 2014.
- Best Reviewer Award, *Journal of Trust Research*, 2012.
- Best Reviewer Award, *Journal of Trust Research*, 2011.
- Recipient of a Grauel Faculty Fellowship Leave Award for research at John Carroll University, 2008-2009 AY.

- Selected as participant in the OB Division Junior Faculty Workshop at the 2005 annual meeting of the Academy of Management.
- Letter of Commendation of Teaching Evaluations from Senior Associate Dean for Academic Programs. Winter 2004.
- Featured HR student of the month, Human Resources Association of Central Ohio newsletter, April 2004.
- Letter of Commendation of Teaching Evaluations from Senior Associate Dean for Academic Programs. Autumn 2003.
- Fisher College of Business Travel Award, 2003-2004 AY.
- Letter of Commendation of Teaching Evaluations from Senior Associate Dean for Academic Programs. Summer 2003.
- Fisher College of Business Travel Award, 2002-2003 AY.
- Recognized as a “Best Reviewer” for the annual meeting of the Midwest Academy of Management, St. Louis, 2003.
- Selected as The Ohio State University representative for the Society of Industrial and Organizational Psychology doctoral consortium at the 2003 annual meeting.
- Selected as The Ohio State University representative for the Organizational Behavior Division doctoral consortium at the 2002 annual meeting of the Academy of Management.
- Letter of Commendation of Teaching Evaluations from Senior Associate Dean for Academic Programs. Summer 2002.
- Letter of Commendation of Teaching Evaluations from Senior Associate Dean for Academic Programs. Spring 2002.
- Fisher College of Business Travel Award, 2001-2002 AY.
- Letter of Commendation for Teaching Evaluations from Senior Associate Dean for Academic Programs. Summer 2001.
- Preparing Future Faculty Fellow, The Ohio State University Graduate School. Competitive mentorship program promoting teaching excellence at liberal arts institutions. Spring 2001.
- Fisher College of Business Travel Award, 2000-2001 AY.
- Fisher College of Business Travel Award, 1999-2000 AY.
- Recipient of *The Wall Street Journal* Award, Virginia Military Institute, 1993.
- Inducted into *Kappa Alpha Order*, Lexington, Virginia, May 1993.
- Inducted into *Omicron Delta Epsilon*, the International Honor Society in Economics, Virginia Military Institute, April 1993.

GRANTS

- 2017 *College of Business & Economics Research Grant*, West Virginia University. Awarded \$3,800 for spring semester.
- 2017 *College of Business & Economics Summer Research Grant*, West Virginia University. Awarded \$10,000.
- 2016 *College of Business & Economics Survey Research Grant*, West Virginia University. Awarded \$2,500 for fall semester.

- 2015 *College of Business & Economics Survey Research Grant*, West Virginia University. Awarded \$1,600 for fall semester.
- 2015 *College of Business & Economics Survey Research Grant*, West Virginia University. Awarded \$1,100 for spring semester.
- 2014 *College of Business & Economics Survey Research Grant*, West Virginia University. Awarded \$4,700.
- 2014 *College of Business & Economics Summer Research Grant*, West Virginia University. Awarded \$10,000.
- 2013 *College of Business & Economics Survey Research Grant*, West Virginia University. Awarded \$1,780.
- 2010 *Wasmer Summer Research Grant*, John Carroll University. Awarded full research stipend.
- 2009 *New Academic Programs*, Seed money to propose a new major in Human Resource Management, John Carroll University, with Dr. Nathan Hartman. Awarded \$5,000.
- 2009 *Research Assistance Grant*, John Carroll University. Awarded \$300.
- 2009 *Wasmer Summer Research Grant*, John Carroll University. Awarded one-half research stipend.
- 2008 *Wasmer Summer Research Grant*, John Carroll University. Awarded full research stipend.
- 2008 *Faculty Instructional Grant*, John Carroll University. Awarded \$600.
- 2007 *Research Assistance Grant*, John Carroll University. Awarded \$300.
- 2007 *Wasmer Summer Research Grant*, John Carroll University. Awarded full research stipend.
- 2006 *Ethics Across the Business Curriculum Grant*. John Carroll University. Awarded \$5,000.
- 2006 *Wasmer Summer Research Grant*, John Carroll University. Awarded one-half research stipend.
- 2005 *Wasmer Summer Research Grant*, John Carroll University. Awarded one-half research stipend.

- 2004 *Wasmer Summer Research Grant*, John Carroll University. Awarded one-half research stipend.
- 2003 *Alumni Grants for Graduate Research and Scholarship*, The Graduate School at The Ohio State University. Awarded the maximum \$2,000 funding.
- 2003 *Intractable Conflict Knowledge Base Project*, Content generation proposal. Awarded \$3,500.
- 2003 *State Farm Doctoral Dissertation Grant*. Awarded \$500.

CURRENT PROFESSIONAL MEMBERSHIPS

Academy of Management

Christian Business Faculty Association

Labor and Employment Relations Association

North Central West Virginia SHRM

Society for Human Resource Management

MEDIA COVERAGE

- Research cited in McLeod, L. (2014, Sept. 26). 3 little words that will transform your work relationships. *The Muse*. Republished in *Forbes* at <http://onforb.es/1s8Fiy6>
- Teaching profiled in Terman, T. (2013, May 28). Management undergraduates show what they know. *WVU College of Business & Economics Newsletter*. http://be.wvu.edu/news_events/mgmt_capstone/index.htm
- Research cited in PON Staff. (2012, September 7). The importance of sincerity. <http://www.pon.harvard.edu/daily/conflict-management/the-importance-of-sincerity/?cid=12>
- Research cited in Wellner, A. S. (2006, June). Making amends. *Inc. Magazine*, 28 (6), 41-42.
- Research cited in Kiger, P. (2004, October). The art of the apology. *Workforce Management*, 83 (10), 57-62.

EXECUTIVE EDUCATION/CONSULTING/TRAINING

Catholic Charities (Cleveland, Ohio)

Cleveland Clinic, Leading in Health Care Faculty (Cleveland, OH)

John Carroll University (University Heights, OH)

Nationwide Insurance (Columbus, Ohio)

Pulte Homes (Solon, Ohio)
The Ohio State University Medical Center (Columbus, Ohio)
The Ohio Department of Education (Columbus, Ohio)
West Virginia University, SHRM Learning System Course, Module 4: Compensation & Benefits/Total Rewards (Morgantown, WV)

REFERENCES

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