

THOMAS A. ZENI
PHD, JD, MBA

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DOCTORAL DISSERTATION:

Ethical Decision Making by Business Leaders: The Impact of Cognitive Biases and Strategies

EDUCATION:

May 2023	Juris Doctor Emphasis: Labor & Employment Law	West Virginia University
Nov 2014	Doctor of Philosophy Industrial and Organizational Psychology Minor: Quantitative Methods and Statistical Analysis	University of Oklahoma
May 2013	Master of Business Administration	University of Oklahoma
May 2011	Master of Science Industrial and Organizational Psychology	University of Oklahoma
May 2006	Bachelor of Science Psychology Honors: <i>summa cum laude</i>	Mercy College

EXPERIENCE:

Aug 2019–	Teaching Associate Professor of Management and Industrial Relations Designed and delivered AACSB accredited undergraduate and graduate courses focusing on Human Resource Management, business and people strategy, and business ethics. Created new master's degree program in Human Resource Leadership.	West Virginia University
Aug 2016– July 2019	Teaching Assistant Professor of Management and Industrial Relations Designed and delivered AACSB accredited undergraduate and graduate courses. Primary appointment to the Master of Science in Industrial Labor Relations program. Developed and delivered courses for newly formed undergraduate Entrepreneurship major, and Organizational Leadership major.	West Virginia University
Jul 2017– Dec 2020	Program Coordinator; Master of Science in Industrial Relations/Human Resource Management Ensured compliance with standards and requirements of WV Board of Governors, AACSB, and other regulatory oversight bodies. Oversaw recruitment, budget, and curriculum of program. Conducted overhaul of program structure and curriculum. Increased enrollment by 60% and generated over \$600,000.00 in donor revenue.	West Virginia University

Aug 2014– Aug 2016	Chickasaw Nation Professor of Business Administration, and Assistant Professor of Management Tenure-track faculty appointment to Harland C. Stonecipher School of Business, Department of Business Administration. 4/4 teaching load.	East Central University
Aug 2011– Aug 2016	Adjunct Instructor of Management Instructor for multiple courses in Division of Management & Entrepreneurship at the Michael F. Price College of Business	University of Oklahoma
Aug 2013– May 2014	Assistant Professor of Management Tenure-track faculty appointment to School of Business & Economics, Department of Management focusing on Human Resource education.	Fayetteville State University
Aug 2012– Dec 2012	Adjunct Instructor of Management Instructor of record for multiple undergraduate courses within the College of Business, Management Department	University of Central Oklahoma
Aug 2010– May 2012	Adjunct Instructor of Management Instructor of record for multiple undergraduate and graduate course within the Division of Management at the Meinders School of Business	Oklahoma City University
Aug 2011– Aug 2012	Grant Lead Supervised the creation of a NIH funded remedial training program designed to rehabilitate researchers that have engaged in scientific misconduct	The RePAIR Project
Aug 2008– Jun 2009	Graduate Teaching Assistant Assisted primary instructor of large enrollment Intro to Psychology course	University of Oklahoma
Apr 2007– Jul 2008	Talent Acquisition Specialist Recruited all executive-level openings for northeast regional headquarters. Recruited all professional and supervisory level openings within assigned geographies.	Coca-Cola Enterprises
Jul 2006– Apr 2007	Sourcing Specialist Recruited all entry-level positions for multiple, high-volume facilities.	Coca-Cola Enterprises
Dec 2005– Jul 2006	Talent Acquisition Administrator Worked with team to create, implement, and evaluate new hiring process. Trained local facilities in following new recruitment and hiring procedures.	Coca-Cola Enterprises
Apr 2005– Dec 2005	Distribution Route Specialist Implemented time study-based manpower scheduling system based on ABC accounting principles. Functioned as project manager to introduce new scheduling system into distribution and sales facilities. Analyzed individual account needs to appropriately adjust system performance.	Coca-Cola Enterprises

Jun 2002– Apr 2005	Store Manager Supervised store operations. Maintained cash flow and general daily accounting. Recruited, hired, and trained new employees. Maintained customer satisfaction.	Turco's Gourmet Supermarket
Feb 2002– Jul 2004	Owner / Operator Responsible for all aspects of running a small business. Managed relationships with customers, employees, vendors, and business partners.	Uncorked Bar & Grill
Mar 2000– Feb 2002	Consultant Provided technical client services to multiple small and medium sized business. IT services included hardware/software installation and support, networking, email solutions, etc.	S.A.M. Consulting
Jul 1993– Mar 2000	Assistant Store Manager Held positions of increasing responsibility from PT clerk through store management. Supervised daily operations including customer service, inventory control, and asset control.	A & P Supermarkets

PUBLICATIONS:

- Chauhan, R. S., MacDougall, A. E., Buckley, M. R., Howe, D. C., Cristomo, M. E., & Zeni, T. A. (2020). Better late than early? Reviewing procrastination in organizations. *Management Research Review, 43* (10), 1289-1308. <https://doi.org/10.1108/MRR-09-2019-0413>
- Zeni, T. A., Buckley, M. R., Mumford, M. D., & Griffith, J. A. (2016). Making “sense” of ethical decision making. *The Leadership Quarterly, 27* (6), 838-855.
- Hughes, M. G., Griffith, J. A., Byrne, C. L., Nei, D. S., Harkrider, L. N., Zeni, T. A., Shipman, A. S., Connelly, S., & Mumford, M. D. (2016). Examining online communication: A method for the quantitative analysis of qualitative data. In M. L. Baran & J. E. Jones (Eds.), *Advances in knowledge acquisition, transfer, and management: Mixed methods research for improved scientific study*. Hershey, PA: IGI Global.
- Griffith, J. A., Zeni, T. A., & Johnson, G. (2015). Utilizing emotions for ethical decision making in leadership. In R. Wolf & T. Issa (Eds.), *Advances in business strategy and competitive advantage: International business ethics and growth opportunities*. Hershey, PA: IGI Global.
- Brock, M. E., Zeni, T. A., & Buckley, M. R. (2014). Understanding applicant withdrawal: Can organizations prevent it and should they even try? *International Journal of Selection and Assessment, 22*(2), 190-198.
- Mumford, M. D., Peterson, D. R., MacDougall, A. E., Zeni, T. A., & Moran, S. (2014) Ethics and creativity: The demands made on leaders of creative efforts. In S. Moran, D. Cropley, & J. Kaufman (Eds.) *The Ethics of Creativity* (pp. 265-269). New York: Palgrave Macmillan.
- Hughes, M. G., Griffith, J. A., Zeni, T. A., Arsenault, M. L., Cooper, O. D., Johnson, G., Hardy, J. H., Connelly, S., & Mumford, M. (2014). Discrediting in a message board forum: The effects of social support and attacks on expertise and trustworthiness. *Journal of Computer-Mediated Communication, 19*(3), 325-341.
- Zeni, T. A., MacDougall, A. E., & Chauhan, R., Brock, M. E., & Buckley, M. R. (2013). In search of those boundary conditions which might influence the effectiveness of supportive supervision. *Journal of Occupational and Organizational Psychology, 86*(3), 317-323.

Zeni, T. A., Klotz, A. C., Buckley, M. R. (2012). When two worlds collide: Cautionary thoughts on the appropriate place of physiological measurement in the organizational sciences. In A. M. Rossi, P. L. Perrewé, & J. A. Meurs (Eds.), *Coping and Prevention*. Charlotte, NC: Information Age Publishing.

CONFERENCE PAPERS:

Zeni, T. A., & Griffith, J. A. (2016). Affect communication via email, presented at the annual conference of the Southwest Academy of Management. Oklahoma City, OK.

Zeni, T. A., Scott, M. (2016). Business ethics and the bottom line: The financial impact of ethical decision making, presented at the annual conference of the Southwest Academy of Management. Oklahoma City, OK.

Zeni, T. A., Griffith, J. A., Buckley, M. R., & Mumford, M. D. (2015). Ethical decision making by business leaders: The impact of cognitive biases and strategies, presented at the annual meeting of the Southern Management Association. St. Pete Beach, FL.

Zeni, T. A., Friedrich, T., Antes, A., Caughron, J., & Waples, E. (2012). Battle tested tricks for landing your first academic role. Symposium presented at the 27th annual meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.

Zeni, T. A., & Buckley, M. R. (2011). High-performers and job-satisfaction: Guiding strategic HRM practices, presentation at the 26th annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.

Brock, M. E., Zeni, T. A., & Buckley, M. R. (2010). Applicant withdrawal: The effect of accessibility on reasons for withdrawal, presented at the 25th annual meeting of the Society for Industrial and Organizational Psychology. Atlanta, GA.

WHITEPAPERS & OTHER PUBLICATIONS:

Zeni, T. A. (2017, Feb 28). Ethical problems in business start with biases in judgement. *London School of Economics and Political Science Business Review*. Retrieved from <http://blogs.lse.ac.uk/businessreview>.

“*Evaluation Report*” (Blackbird Technologies), September 2010.

“*Blackbird Technologies Quarterly Report*” (Blackbird Technologies), September 2010.

“*World Events and Religious Topics Analysis: Influence on Outcome Metrics, Framing, and Communication Strategies*” (Blackbird Technologies), August 2010.

“*Evaluation Report*” (Blackbird Technologies), June 2010.

“*Blackbird Technologies Quarterly Report*” (Blackbird Technologies), June 2010.

“*Blackbird Technologies Quarterly Report*” (Blackbird Technologies), December 2009.

“*Blackbird Technologies Quarterly Report*” (Blackbird Technologies), June 2009.

“*Diversity and inclusion: Key learning from the Society for Human Resource Management’s 2007 diversity conference*” (internal document, Coca-Cola Enterprises, Inc.), February 2008.

ONGOING RESEARCH & WORKS IN PROGRESS:

Zeni, T. A., & McIntyre, N., "Future-Oriented Coping: Construct Development of a Coping Mechanism"

McIntyre, N., & Zeni, T. A., "Psychological Hardiness and Core Self Evaluations as a Predictor of Coping Style"

McIntyre, N., & Zeni, T. A., "The Effect of Situational Awareness on Strategic Decision Making"

Zeni, T. A., & Tu, S. "The Effect of Outside Influence on Examiner Attrition at the U.S. Patent Office"

TEACHING EXPERIENCE:

Bold = graduate level; italic = online or hybrid

Industrial and Labor Relations	FA 2023 , SP 2023
Business Law & Ethics	<i>FA 2024</i> , SP 2024 , <i>FA 2023</i> , SP 2023 , <i>FA 2021</i> , SU 2022
Organizational Change & Renewal	FA 2024 , FA 2023 , FA 2022 , FA 2021 , FA 2020 , FA 2019 , FA 2018 , FA 2017 , FA 2016
Personnel Selection & Assessment	<i>FA 2024</i> , SP 2024 , FA 2021 , FA 2020 , FA 2019 , <i>SP 2014</i> , <i>FA 2013</i> , FA 2011
International Industrial Relations	SP 2021 , SP 2020 , SP 2019 , SP 2018
Strategic Management	SP 2023, SP 2022, SP 2021, SU 2020, SP 2020, SU 2019, SP 2019, SU 2018, SP 2018, SU 2017, FA 2012
Business Ethics	<i>FA 2024</i> , <i>FA 2024</i> , <i>SU 2024</i> , <i>FA 2023</i> , <i>SU 2023</i> , <i>SU 2021</i> , <i>SU 2020</i> , <i>FA 2019</i>
Principles of Management	SP 2024, FA 2023, SP 2023 (Honors), FA 2023, SP 2022 (Honors), FA 2021, <i>SU 2019</i> , <i>SU 2018</i> , <i>SU 2017</i> , <i>SU 2016</i> , <i>SP 2016</i> , <i>FA 2015</i> , SU 2015, SP 2015, SP 2014, FA 2014, SP 2013, SU 2012
Human Resource Management	SP 2017, <i>SP 2016</i> , FA 2016, <i>SP 2015</i> , <i>FA 2015</i> , <i>SP 2014</i> , FA 2014, SU 2013, <i>FA 2013</i> , SP 2012, FA 2011, FA 2010
Organizational Behavior	SP 2015, FA 2014, FA 2012, SP 2012, FA 2011
Leadership & Leadership Theory	SP 2019 , FA 2018 , SP 2018 , FA 2017 , SP 2017 , SP 2015 , SP 2015, SU 2011, SU 2009
Compensation & Benefits	FA 2015, FA 2014
Training & Development	FA 2017 , SP 2017 , FA 2016 , SP 2016
Business Communication	FA 2015, FA 2013
Entrepreneurial Creativity & Innovation	FA 2017, FA 2016
HR Analytics	FA 2018
Statistics for Behavioral Sciences	FA 2012, SP 2011
Introduction to Psychology	SP 2009, FA 2008
Responsible Conduct of Research & Ethics	<i>FA 2012</i> , <i>SU 2012</i> , <i>SP 2012</i> , <i>FA 2011</i> , <i>SU 2011</i> , <i>SP 2011</i> , <i>FA 2010</i> , <i>SU 2010</i> , <i>SP 2010</i> , <i>FA 2009</i>

SERVICE:

West Virginia University Faculty Senate	Senator: 2024, 2023, 2022, 2021 Faculty Welfare Committee: 2023, 2022 Student Retention Committee: 2023
West Virginia University Provost's Office	P&T Advisory Committee: 2024, 2023, 2022
Monongalia County Magistrate Court	Mediator: 2023, 2022, 2021, 2020
Metropolitan Planning Organization	Community Advisory Council: 2024, 2023, 2022, 2021, 2020
Graduate Program Applicant Selection Committee	2021, 2020, 2019, 2018, 2017 Chair: 2020, 2019, 2018, 2017
Open Education Resources Committee	2018, 2017
Graduate Programs Committee	2020, 2019, 2018, 2017
Global Advisory Committee	2021, 2020, 2019, 2018, 2017
Federal Corrections Institute: Mock Interview Day	2019, 2018, 2017, 2016
Curriculum Review Committees:	2024, 2023, 2015, 2014, 2013 Chair: 2024, 2021, 2020, 2019, 2018, 2017, 2016
Southwest Academy of Management Annual Conference	Panel Discussant: 2021 Reviewer: 2015, 2016 Session Chair: 2016 Track Chair, Ethics & CSR: 2017, 2016
Society of Industrial and Organizational Psychology Annual Conference	Reviewer: 2016, 2012, 2011, 2010 Small Grant Award Committee: 2024, 2022, 2020, 2017, 2016 Continuing Education Committee: 2024
Southern Management Association	Reviewer: 2017, 2016, 2015, 2012, 2011, 2010, 2009 Ambassador/New Attendee Subcommittee Chair: 2016 Chair: Engagement Committee 2017
Faculty Search Committees	2021, 2018, 2016, 2015 Chair: 2018, 2016, 2015
Teaching Excellence Committee	2016, 2015 Chair: 2016, 2015
Student Organization Faculty Sponsor	Industrial Relations Student Assoc: 2023, 2022, 2021, 2020, 2019, 2018 Human Resource Management Club: 2016, 2015
Honors Program Thesis Research Sponsor	2014, 2015
Faculty Liaison: Toastmasters International	2014, 2013
Oklahoma Journal of Undergraduate Research	Reviewer: 2016, 2015
Academy of Management Annual Conference	Reviewer: 2015
Midwest Academy of Management	Reviewer: 2024, 2022, 2021

MEDIA MENTIONS & PUBLICITY:

West Virginia University. (2023, October 18). Q&A with Haley Wiseman. Retrieved from [://business.wvu.edu/news-and-events/news/2023/10/18/q-a-with-haley-wiseman](https://business.wvu.edu/news-and-events/news/2023/10/18/q-a-with-haley-wiseman)

West Virginia University. (2022, April 4). Faculty recipients of 2022 Digital Learning Awards announced. Retrieved from https://enews.wvu.edu/articles/2022/04/04/faculty-recipients-of-2022-digital-learning-awards-announced?utm_source=MOUNTAINEER+ENEWS&utm_campaign=66b2cf9f8f-RSS_EMAIL_CAMPAIGN&utm_medium=email&utm_term=0_02ac3f7274-66b2cf9f8f-145246921

Murray, B. (2020, April 13). WVU's MSIR students continue tackle real-life manufacturing challenges through virtual means. Retrieved from <https://business.wvu.edu/news-and-events/news/2020/04/13/wvu-s-msir-students-continue-tackle-real-life-manufacturing-challenges-through-virtual-means>

Gregg, P. (2018, October 30). Storied MSIR program celebrates 60th anniversary at WVU [Press release]. Retrieved from <https://business.wvu.edu/about/news/features/2018/10/30/storied-msir-program-celebrates-60th-anniversary-at-wvu>

M. Keeling. (2017, March 1). Interesting article from Thomas Zeni, biases can skew leaders' perceptions and limit the amount of information they consider. Message posted to <https://www.linkedin.com/hp/update/6242680200530784256>

Accreditation Council for Business Schools & Programs. (2015). *ACBSP Update* (spring). Overland Park, KS.

East Central University. (2015). ECU Assistant Professor Dr. Zeni to receive teaching excellence award [Press release]. Retrieved from <https://www.ecok.edu/article/ecu-assistant-professor-dr-zeni-receive-teaching-excellence-award>

Accreditation Council for Business Schools & Programs. (2015). Dr. Thomas A. Zeni receives 2015 ACBSP Teaching Excellence award [Press release].

Stonecipher School of Business assistant professor wins teaching excellence award. (2015, April 26). *The Ada News*, 11A.

INVITED ADDRESSES:

February 2021	Panel Discussant: Getting a Job... Then Tenure!	Southwest Academy of Management Doctoral Consortium
November 2015	Guest Speaker: Ethical Decision Making	East Central University Ada, OK
September 2015	Career Discovery Day: "You Started a Business, Now What?"	East Central University Ada, OK
September 2014	Career Discovery Day: "Why Study Management and Leadership?"	East Central University Ada, OK
March 2014	Guest Speaker: "The HR Profession: A Day in the Life of a Recruiter"	Alfred University Alfred, NY
July 2012	Professionalism and Integrity in Research Training: "Train the Trainer"	University of Oklahoma Norman, OK
February 2012	Professionalism and Integrity in Research Conference: "Training Overview: On-site Workshops"	Washington University in St. Louis St. Louis, MO
February 2012	Professionalism and Integrity in Research Conference: "Training Overview: On-site Workshops"	Washington University in St. Louis St. Louis, MO
February 2012	Professional Seminar Presentation: "Our Program, Our Culture"	University of Oklahoma Norman, OK
December 2011	Professional Seminar Presentation: "Real-world Research Design Considerations: Quasi-experimental Methods"	University of Oklahoma Norman, OK

PROFESSIONAL DEVELOPMENT:

ACUE Certificate in Effective College Instruction (2022)
Association of College and University Educators

ACUE Micro-Credential in Inspiring and Preparing Lifelong Learners in Your Online Course (2022)
Association of College and University Educators

ACUE Micro-Credential in Creating an Inclusive and Supportive Online Learning Environment (2021)
Association of College and University Educators

WVU Teaching & Learning Commons EDGE Teaching Institute (2021)

ACUE Micro-Credential in Designing Student-Centered Courses (2021)
Association of College and University Educators

ACUE Micro-Credential in Promoting Active Learning (2020)
Association of College and University Educators

Quality Matters on-line course evaluator training (2016)
East Central University

Quality Matters on-line course development training (2016)
East Central University

Designing Online and Hybrid Courses that Students Don't Hate (2013)
Fayetteville State University

Junior Faculty Consortium (2012)
Society for Industrial and Organizational Psychology

Graduate Teaching Academy (2012)
University of Oklahoma

Masters Student Consortium (2007)
Society for Industrial and Organizational Psychology

EXECUTIVE COACHING AND EDUCATION WORKSHOPS FACILITATED:

Conflict Management — *Forensic Management Academy* (2018)

Responsible Conduct of Research: Program Assessment — *National Institute of Health/Office of Research Integrity* (2018)

Ethical Decision Making — *Leadership Monongalia* (2018)

Managing Multiple Priorities — *West Virginia University Foundation* (2017)

Conflict Management — Leadership Education and Development (LEAD) Certificate — *Primary Care Association* (2017)

Conflict Management — *Forensic Management Academy* (2017)

Conflict Management — *West Virginia University Foundation* (2017)

Change Leadership — Leadership Education and Development (LEAD) Certificate — *Primary Care Association* (2016)

CONSULTING ACTIVITIES & PROJECTS:

Washington University in St. Louis School of Medicine/National Institute of Health — COMPASS: Training Early-Career Researchers to Lead and Manage Successful Teams — content develop (2022-present)
<https://researchercompass.org>

Federal Corrections Institute — Mock interview program for rehabilitation and transition (2016-2019)

Prometric Testing — Human Resource Management exam item writer (2016-2018)

Prometric Testing — Human Resource Management exam review committee & subject matter expert (2016-2018)

Society for Human Resource Management — SHRM-CP and SHRM-SCP certification preparation courses — trainer (2015-present)

Federal Aviation Administration Aeronautical Center — job analyst (2010)

Somers Schools Alumni Association — Board of Directors (2006-2016)

AWARDS & ACHIEVEMENTS:

CALI Awards — Jurisprudence; Law Clinic

John Chambers College of Business & Economics Award for Distinction in Teaching — *nominated* — (2022)

West Virginia University Faculty Digital Learning Award (2022)

John Chambers College of Business & Economics Award for Outreach — *nominated* — (2020)

John Chambers College of Business & Economics Award of Faculty Distinction in Service (2018)

West Virginia University 150th Anniversary Values Coin recipient for championing organizational value of curiosity – presented by President E. Gordon Gee (2018)

Beta Gamma Sigma — West Virginia University (2017)

Accreditation Council for Business Schools and Programs (ACBSP) Teaching Excellence Award (2015)

Graduate Teaching Fellow — University of Oklahoma (2012)

PROFESSIONAL MEMBERSHIPS:

Federal Bar Association

American Bar Association

West Virginia State Bar

Pennsylvania State Bar

Association to Advance Collegiate Schools of Business

Society for Human Resource Management

Society for Industrial and Organizational Psychology

PROFESSIONAL CERTIFICATIONS & LICENSURES:

Admitted to practice law in:

State of West Virginia

Commonwealth of Pennsylvania

State of New York (pending)

U.S. District Court for the Northern District of West Virginia

U.S. District Court for the Southern District of West Virginia

State of West Virginia Notary Public

Society for Human Resource Management Senior Certified Professional (SHRM-SCP)

Senior Professional in Human Resources (SPHR)