



Arup Varma

Education

- PhD (Industrial Relations & Human Resources), 1996, Rutgers University, New Jersey
- MS (Personnel Management & Industrial Relations), Xavier Labor Relations Institute, Jamshedpur, India
- BS (Economics), St. Xavier's College, Calcutta, India

Research Interests

- Performance Appraisal/Leader-Member Exchange
- Alternative Dispute Resolution
- Expatriate Issues

Professional activities

- Human Resource Management Journal
- Book Review Editor (2001-2004)
- Editorial Board (1994-)
- Reviewer
- Human Relations Journal
- Journal of Occupational and Organizational Psychology
- International Journal of Organizational Analysis
- Organizational Behavior and Human Decision Processes
- MIT - Sloan Management Review
- Human Resource Management Journal
- Journal of Management
- Journal of World Business



- Personnel Review
- Academy of Management Conference
- Society for Industrial/Organizational Psychology Conference
- Southern Management Association Conference
- Eastern Academy of Management Conference
- European Academy of Management
- International Conference on Advances in Management
- Midwest Academy of Management Conference
- Asia Academy of Management Conference

Courses taught

- Analytical Problem Solving in Organizations
- Strategic Financial Analysis for HR/IR
- Integrative Research Seminar in HR/IR
- Staffing
- Performance Management
- Organizational Behavior
- Strategic Human Resource Management
- Organizational Change & Development

Publications

Refereed Articles

- Patel, C., Budhwar, P., & Varma, A. "Workgroup identification as a mediator between organizational justice and work outcomes: Test of a social exchange model in the Indian call centre context." *Journal of World Business* (2010).
- Varma, A., Budhwar, P., & Pichler, S. "Chinese host country nationals' willingness to help expatriates: The role of social



categorization." *Thunderbird International Business Review* (2010).

- Varma, A., Pichler, S., & Budhwar, P. "The relationship between expatriate job level and host country national categorization: An investigation in the United Kingdom." *International Journal of Human Resource Management* (2010).
- Pichler, S., Varma, A., & Bruce, T. "Heterosexism in employment decisions: The role of job misfit." *Journal of Applied Social Psychology* (2010).
- Budhwar, Pawan. , Varma, A., Malhotra, N., & Mukherjee, A. "Insights into the Indian call center industry: Can internal marketing help tackle high turnover?" *Journal of Services Marketing*, 23.5 (2009).351-362.
- Varma, Arup, Budhwar, P., & Pichler, S. "Chinese host country nationals' willingness to help expatriates: The role of social categorization." *Thunderbird International Business Review* (2009).
- Varma, Arup, Pichler, S., & Budhwar, P. "The relationship between expatriate job level and host country national categorization: An investigation in the United Kingdom." *International Journal of Human Resource Management* (2009).
- Budhwar, Pawan. , Varma, A., Katou, A., & Narayan, D. "The role of HR in cross-border mergers and acquisitions: The case of Indian pharmaceutical firms." *Multinational Business Review* (2009).
- Pichler, Shaun, Varma, A., & Bruce, T. "Heterosexism in employment decisions: The role of job misfit." *Journal of Applied Social Psychology* (2009).
- Varma, Arup. , Pichler, S., Budhwar, P., & Biswas, S. "Chinese host country nationals' willingness to support expatriates: The role of collectivism, interpersonal affect, and guanxi." *International Journal of Cross-Cultural Management*, 9.2 (2009). `99-216.
- Patel, Charmi., Budhwar, P., & Varma, A. "Workgroup identification as a mediator between organizational justice and work outcomes: Test of a social exchange model in the Indian call centre context." *Journal of World Business* (2009).



- Varma, Arup. & Pichler, S. "Interpersonal affect: Does it really bias performance appraisals?" *Journal of Labor Research*, 28.2 (2007).
- Biswas, Soumendu. & Varma, A. "Psychological climate and individual performance in India: Test of a mediated model." *Employee Relations* (2007).
- Varma, Arup. , Pichler, S., Srinivas, E., & Albarillo, M. "Leader member exchange revisited: An investigation of the moderating and mediating effects of LMX in 2 samples: U.S. and India." *Management and Labor Studies*, 32. 2 (2007).
- Varma, Arup. , Pichler, S., & Simpson, P. "HR and the Bottom-Line: The impact of high performance work systems." *Management and Labor Studies* (2006).
- Varma, Arup. , Budhwar, P., Singh, V., & Dhar, R. "HRM systems of Indian call centers in India: An exploratory study." *International Journal of Human Resource Management*, 17.5 (2006).881-897.
- Varma, Arup. , Toh, S., & Budhwar, P. "A new perspective on the female expatriate experience: The role of host country national categorization." *Journal of World Business*, 41. (2006). 112-120.
- Varma, Arup. , Toh, S., & Pichler, S. "Ingratiation in job applications: Impact on selection decisions." *Journal of Managerial Psychology*, 21.3 (2006).200-210.
- Varma, Arup. & Simpson, P. "Distributive justice revisited: A reconceptualization and empirical test." *Journal of Labor Research*, 27.2 (2006).237-262.
- Mahony, D. ,Klaas, B., McClendon, J., & Varma, A. "The effects of employment arbitration and employee rights on organizational attraction." *Human Resource Management*, 44.4 (2005).449-470.
- Varma, Arup. , Srinivas, E., & Stroh, L. "A comparative study of the impact of leader member exchange relationships in U.S. and Indian samples." *Cross Cultural Management: An International Journal*, 12. 1 (2005).84-95.
- Varma, Arup, Pichler, S., & Srinivas,, E. "The role of interpersonal affect in performance appraisal: Evidence from two samples U.S. and India." *International Journal of Human Resource Management*, 16.11 (2005).2029-2044.



- Varma, Arup. &Stallowrth, L. "Participants' satisfaction with mediation and the issue of legal representation: An empirical inquiry." *Employee Responsibilities and Rights Journal*, 6.2 (2002).387-418.
- Varma, Arup. , Stroh, L., & Schmitt, L. "Women and international assignments: The impact of supervisor- subordinate relationships." *Journal of World Business*, 36.4 (2001).380-388.

Refereed Proceedings

- Budhwar, P., Varma, A., & Bjorkman, I. "Emerging patterns of HRM systems of foreign firms in India." *Academy of International Business* (2010).
- Varma, A., Kupferer, S., Pichler, S., &Grodzicki, J. "Expatriate categorization and evaluation: An empirical investigation in Poland and India." 11th Annual International Human Resource Management Conference (2010).
- Turner, A. & Varma, A. "India's workforce The talent pool of the future?" 11th Annual International Human Resource Management Conference (2010).
- Varma, Arup. , Budhwar, P., &Albarillo, M. "The Hidden Cost of Outsourcing to Indian Firms: Attrition Problems and the Way Forward." *Proceedings of the Fifth Asia Academy of Management Conference*. (2006).
- Varma, Arup. , Biswas, S., &Pichler, S. "Host Country National Willingness to Help Expatriates: The Role of Collectivism and Interpersonal Relationships." *Proceedings of the Fifth Asia Academy of Management Conference* (2006).
- Varma, Arup. , Budhwar, P., Biswas, S., &Toh, S. "An empirical investigation of host country national categorization of expatriates in the United Kingdom." *Proceedings of the European Academy of Management Conference*. (2005).
- Varma, Arup. , Budhwar, p., &Toh, S. "A two-nation study of host country national categorization of expatriates: U.K. and India." *Proceedings of the 8th Conference on International Human Resource Management*. (2005).



Books

- Budhwar, Pawan. and Arup Varma, Doing Business in India: Research Led Practice. Routledge, U.K. (2010).
- Varma, Arup. , P Budhwar, and A. DeNisi, Performance Management Systems: A Global Perspective. Routledge (2008).

Book Chapters

- Varma, Arup. , Dasgupta, B., & Budhwar, P. "Living in India Western and Indian Thinking.", Doing Business in India: Research Led Practice. Ed. , 2010.
- Budhwar, Pawan. , Varma, A., & Sengupta, S. "Socio-cultural and institutional context of India.", Doing Business in India: Research Led Practice. Ed. , 2010.
- Budhwar, Pawan. & Varma, A. "The Indian Business Context.", Doing Business in India: research Led Practice. Ed. , 2010.
- Budhwar, Pawan. & Varma, A. "Management of Human Resources.", Doing Business in India: Research Led Practice. Ed. Routledge, 2010.
- Varma, Arup. & Budhwar, P. "Global performance management.", International Human Resource Management (3rd ed). Ed. Harzing, A., & Pinnington, A. SAGE, 2010.
- Budhwar, Pawan. & Varma, A. "Human resource management in the Indian subcontinent.", Handbook of Research in Comparative Human Resource Management.. Ed. Brewster, C., & Mayrhofer, W. , 2010.
- Varma, Arup., Pichler, S., & Petty, R. "Rater Ratee Relationships.", Performance Management Systems: A Global Perspective. Ed. , 2008.
- Varma, Arup. , Sharma, T., & Budhwar, P. "Performance Management in India.", Performance Management Systems: A Global Perspective. Ed. , 2008.
- Varma, Arup. , Budhwar, P., & DeNisi, A. "Performance Management Around the Globe: What Have We Learned?", Performance Management Systems: A Global Perspective. Ed. , 2008.



- Varma, Arup. , Budhwar, P., &DeNisi, A. "Introduction: Performance Management Around the Globe.", Performance Management Systems: A Global Perspective. Ed. , 2008.
- Varma, Arup. & Tung, R. "Expatriate Selection and Evaluation.", Handbook of Cross-cultural Management Research. Ed. , 2008.
- Varma, Arup. , Farias, G., & Stroh, L. "Relationship between a low-performing supervisor and a high-performing subordinate: Does supervisor performance level impact subordinate ratings?", Current Topics in Management. Ed. , 1999.

Presentation of Refereed Papers

- Budhwar, P., Varma, A., & Bjorkman, I. (2010). "Emerging patterns of HRM systems of foreign firms in India." Academy of International Business, Rio De Janeiro, Brazil.
- Pichler, Shaun, M. Piszczek, and A. Varma. (2010). "The social context of performance appraisals and employee reactions." Society for Industrial/Organizational Psychology Conference, Montreal, Canada.
- Turner, A. & Varma, A. (2010). "India's workforce - The talent pool of the future." 11th Annual International Human Resource Management Conference, Birmingham, United Kingdom.
- Varma, A., Kupferer, S., Pichler, S., & Grodzicki, J. (2010). "Expatriate categorization and evaluation: An empirical investigation in Poland and India." 11th Annual International Human Resource Management Conference, Birmingham, United Kingdom.
- Pichler, Shaun, A. Varma, and P. Budhwar. (2009). "Antecedents and consequences of the social categorization of expatriates in India." Indian Academy of Management Conference, Jamshedpur, India.
- Pichler, Shaun, A. Varma, and T. Bruce. (2009). "Heterosexism in employment decisions: The perceived impact of job misfit." Society for Industrial/Organizational Psychology Conference, New Orleans, Louisiana.



- Varma, Arup, S. Pichler, and P. Budhwar. (2009). "Expatriate categorization and evaluation: A three-nation quasi-experimental study." Academy of Management Conference, Chicago, Illinois.
- Varma, Arup, C. Patel, and P. Budhwar. (2008). "Present but Unproductive: The Dangers of Social Loafing." Asia Academy of Management Conference, Taipei, Taiwan.
- Varma, Arup, S. Pichler, Z. Aycan, and P. Budhwar.(2008). "Expatriates in Turkey HCN Willingness to Help."Academy of Management Conference, Anaheim, California.
- Varma, Arup, S. Pichler, and P. Budhwar. (2008). "Chinese HCNs' willingness to help expatriates: The impact of job level." Society for Industrial/Organizational Psychology Conference, San Francisco, California.
- Varma, Arup, S. Pichler, P. Budhwar, and M. Albarillo. (2008). "Host Country National Willingness to Help Expatriates: The Social Categorization of Expatriates in China and India." Asia Academy of Management Conference, Taipei, Taiwan.
- Varma, Arup, S. Pichler, and P. Budhwar. (2007). "HCN Helping of Expatriates: The Impact of Job Level." 21st Annual Conference of the Society for Industrial and Organizational Psychology, New York, New York.
- Varma, Arup, and S. Pichler. (2006). "Different perspectives on LMX: An investigation in USA and India." 20th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, Texas.
- Varma, Arup, S. Biswas,, and S. Pichler. (2006). "Host Country National Willingness to Help Expatriates: The Role of Collectivism and Interpersonal Relationships." Asia Academy of Management Conference, Tokyo, Japan.
- Varma, Arup, P. Budhwar, and M. Albarillo. (2006). "The Hidden Cost of Outsourcing to Indian Firms: Attrition Problems and the Way Forward." Asia Academy of Management Conference, Tokyo, Japan.
- Varma, Arup, S. Pichler, and T. Bruce.(2006). "For what job?An investigation of individual difference and job-related factors in hiring discrimination of LGBTs."Academy of Management Conference, Atlanta, Georgia.



- Varma, Arup, P. Budhwar, S. Biswas, and S. Toh. (2006). "A quasi-experimental field study of Chinese HCNs' willingness to help expatriates." Academy of Management Conference, Atlanta, Georgia.
- Varma, Arup, S. Toh, P. Budhwar, and S. Biswas. (2005). "A quasi-experimental field study on the impact of host worker perceptions on expatriate adjustment." Academy of Management Conference, Honolulu, Hawaii.
- Varma, Arup, P. Budhwar, and S. Toh,. (2005). "A two-nation study of host country national categorization of expatriates: U.K. and India." 8th Conference on International Human Resource Management, Cairns, Australia.
- Varma, Arup, P. Budhwar, S. Biswas, and S. Toh.(2005). "An empirical investigation of host country national categorization of expatriates in the United Kingdom."European Academy of Management Conference, Munich, Germany.

Professional & Community Affiliations

- Academy of Management
- American Psychological Association
- Human Resource Management Association of Chicago
- Society for Industrial/Organizational Psychology
- Southern Management Association
- Society for Human Resource Management

Awards

- Quinlan School of Business Graduate Programs Outstanding Teacher of the Year Award, 2011/12
- Quinlan School of Business Researcher of the Year Award, Loyola University Chicago, 2010/11



- Quinlan School of Business/Institute of HRER Award for Outstanding Professional Achievements and Service, 2007/08
- Quinlan School of Business graduate programs Faculty of the Year - 2002/3
- Quinlan School of Business Researcher of the Year - 2003/4