



## Angelo DeNisi

### Education

- Ph.D. August 1977 Purdue University
- Major: Industrial/Organizational Psychology
- Minor: Industrial Relations
- M.S. May 1975 Purdue University
- Major: Industrial/Organizational Psychology
- B.A. June 1973 Herbert H. Lehman College (C.U.N.Y.)
- Magna Cum Laude, Phi Beta Kappa
- Major: Psychology Minor: Economics

### Professional experience

July 2007 – Present Albert Harry Cohen Chair in Business Administration

July 2005 – June 2011 Dean, A.B. Freeman School of Business, Tulane University

April 2005 Appointed University Distinguished Professor, Texas A&M University (effective 9/05)

June 2000 – June 2005 Head, Department of Management, Texas A&M University; Professor of Psychology (Courtesy appointment)

Jan. 2001 – June 2005 Paul M. & Rosalie Robertson Chair in Business Administration, Texas A&M University

Sept. 1999 – Dec. 2000 B. Marie Oth Professor of Business Administration, Texas A&M University



Sept. 1999 – June 2000 Director, M.S. Program in Human Resource Management (M.S. in Management), Dept. of Management, Texas A&M University

August 1997 – June 2000 Professor of Management, Department of Management, Texas A&M University; Director, Center for Human Resource Management, Texas A&M University

May 1997 Professor of Human Resource Management, SMLR, Program in Jakarta, Indonesia.

July 1989 - July 1997 Professor of Human Resource Management School of Management and Labor Relations Rutgers University  
Also: Member of Graduate Faculty, Dept. of Psychology; and Faculty, College of Business, New Brunswick.

July 1992 - June 1995 Program Director, Ph.D. in Industrial Relations and Human Resource Management, SMLR, Rutgers University

June 1990 – Nov. 2000 Professor of Human Resource Management, SMLR Program in Singapore, conducted with the Singapore Institute of Management.

August 1986 - June 1989 Professor of Management  
College of Business Administration, University of South Carolina

August 1983 - Dec. 1983 Professor of Business Administration  
Universidad Catolica Madre y Maestra, Santo Domingo, Dominican Republic

August 1981 - August 1986 Associate Professor of Management  
College of Business Administration, University of South Carolina  
(Tenured, August 1983)

July 1979 - August 1981 Assistant Professor of Management  
College of Business Administration, University of South Carolina



Sept. 1977 - June 1979 Assistant Professor of Administrative Sciences  
Graduate School of Business Administration  
Kent State University

## Professional affiliations

- Academy of Management (Fellow)
- American Psychological Association (Fellow)
- Society for Industrial and Organizational Psychology (Fellow)
- Society for Human Resource Management
- Southern Management Association (Fellow)

## Books

DeNisi, A.S., & Griffin, R.W. (2011). *Managing Human Resources* (4th Edition). Boston: Cengage Press.

DeNisi, A.S., & Griffin, R.W. (2008). *Managing Human Resources* (3rd Edition). Boston: Houghton-Mifflin.

Varma, A., Budhwar, P.S., & DeNisi, A. S. (2008). *Performance Management Systems: A Global Perspective*. Global HRM Series, London: Routledge.

DeNisi, A.S., & Griffin, R.W. (2005). *Managing Human Resources* (2nd Edition). Boston: Houghton-Mifflin.

Jackson, S.E., Hitt, M.A., & DeNisi, A.S. (2003). *Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management*. SIOP Frontiers Series, San Francisco: Jossey Bass.

DeNisi, A.S., & Griffin, R.W. (2001). *Managing Human Resources*. Boston: Houghton-Mifflin.



DeNisi, A.S. (1996). *Cognitive Processes in Performance Appraisal: A Research Agenda with Implications for Practice*. London: Routledge Publishing, Ltd.

Baron, R.A., with Greenberg, J. & DeNisi, A.S. (1983). *Behavior in organizations: Understanding and managing the human side of work*. Boston: Allyn & Bacon.

## Book chapters

Toh, S.M., DeNisi, A.S., & Leonardelli, G. (In Press). Expatriate socialization and the role of Host Country Nationals. In C. Wanberg (Ed.), *Oxford Handbook of Socialization, Oxford Press*.

DeNisi, A.S. & Sonesh, S. (2011). The appraisal and management of performance at work. In S. Zedeck et al. (Eds). *Handbook of industrial and organizational psychology*. Washington, DC: APA Press, pp. 255-280.

DeNisi, A.S. (2008). Managing all the participants in the process. In Y. Baruch, A. Konrad, & W. Starbuck (Eds.), *Opening the Black Box of Editorship*. London: Palgrave-Macmillan, pp. 75-87.

Murphy, K.R., & DeNisi, A.S. (2008). A model of the appraisal process. In Varma, A., Budhwar, P.S., & DeNisi, A S. *Performance Management Systems: A Global Perspective*. Global HRM Series, London: Routledge, pp. 81-96.

Varma, A., Budhwar, P.S., & DeNisi, A.S. (2008). Performance management around the globe: In Varma, A., Budhwar, P.S., & DeNisi, A S. *Performance Management Systems: A Global Perspective*. Global HRM Series, London: Routledge, pp. 3-14.

DeNisi, A.S., Varma, A., & Budhwar, P.S. (2008). Performance management around the globe: What have we learned? In Varma, A., Budhwar, P.S., &



DeNisi, A.S. *Performance Management Systems: A Global Perspective*. Global HRM Series, London: Routledge, pp. 254-262.

DeNisi, A.S. (2008). A Note on Trade-offs. In D. Barry and H. Hansen (Eds.) *The Sage Handbook of the New Approaches to Management and Organization*. Thousand Oaks, CA: Sage Publishing (p. 453).

DeNisi, A.S., & Belsito, C. (2007). Strategic Aesthetics: Wisdom and HRM. In E. H. Kessler & J.R Bailey (Eds.), *Handbook of Organizational and Managerial Wisdom*. Thousand Oaks, CA: Sage Publications (pp. 261-273).

DeNisi, A.S., Toh, S.M., & Connelly, B. (2006). Maximizing the Expatriate – Host Country National Relationship for Successful International Assignments. In Morley, M.J., Heraty, N., & Collings, D. (Eds.), *International HRM and International Assignments*. Hampshire, United Kingdom: Palgrave Macmillan Publishers (pp. 147-171).

DeNisi, A.S., & Shin, S.J. (2005). Communication interventions in mergers and acquisitions. In Mendenhall, M.E., & Stahl, G. (Eds.), *Managing Culture and Human Resources in Mergers and Acquisitions*. Palo Alto, CA: Stanford University Press (pp. 228-253).

DeNisi, A.S., Hitt, M.A., & Jackson, S.E. (2003). Knowledge, human capital, and competitive advantage. In Jackson, S.E., Hitt, M.A., & DeNisi A.S. (Eds.), *Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management*. SIOF Frontiers Series, San Francisco: Jossey Bass (pp. 3-36).

Jackson, S.E., Hitt, M.A., & DeNisi, A.S. (2003). Toward using human resource management to improve knowledge management. In Jackson, S.E., Hitt, M.A., & DeNisi A.S. (Eds.) *Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management*. SIOF Frontiers Series, San Francisco: Jossey Bass (pp. 399-428).



DeNisi, A.S., & Gonzalez, J.A. (2004). Design performance appraisal to improve performance appraisal. In E. A. Locke (Ed.) *The Blackwell Handbook of Principles of Organizational Behavior* (Updated version). London: Blackwell Publishers (pp. 60-72).

DeNisi, A.S., & Gonzalez, J.A. (2000). Performance Appraisal. In E. A. Locke (Ed.) *A Handbook of Principles of Organizational Behavior*. London: Blackwell Publishers (pp. 60-72).

DeNisi, A.S. (2000). Performance appraisal and control systems: A Multilevel approach. In K. Klein & S. Kozlowski (Eds.) *Multilevel theory, research, and methods in organizations*. SIOF Frontiers Series, Jossey-Bass (pp. 121-156).

DeNisi, A.S., & Colella, A. (1999). Human resources: Selection. In R.C. Dorf (Ed.) *The handbook of technology management*. GRC Press, Inc.

DeNisi, A.S., & Williams, K.J. (1988). A cognitive approach to performance appraisal. In K. Rowland and G. Ferris (Eds.) *Research in personnel and human resources management*. (Vol. 6), pp. 109-156. (Reprinted in G. Ferris and K. Rowland (Eds.), *Performance evaluation, goal setting, and feedback*. Greenwich, CT: JAI Press, 1990.)

## Publications – Refereed journals



DeNisi, A.S. (In Press). Managing performance to change behavior. *Journal of Organizational Behavior Management*.

DeNisi, A.S. (In Press). The value of human resource certification: A response. *Human Resource Management Review*.

DeNisi, A.S., Trapani, J., & Gonzalez, M. (2011). The Goldring Institute at Tulane University. *The Business Journal of Hispanic Research*, 5, 39-42.

Gonzalez, J., & DeNisi, A.S. (2009). Cross-level effects of demography and diversity climate on organizational attachment and firm effectiveness. *Journal of Organizational Behavior*, 30, 21-40.

(Runner-Up, Best Paper Published in JOB, 2009)

Dewett, T., & DeNisi, A.S. (2007). What motivates citizenship behaviors? Exploring the role of regulatory focus theory. *European Journal of Work and Organizational Psychology*.

Toh, S.M., & DeNisi, A.S. (2007). Host nationals as socializing agents: A Social Identity Approach. *Journal of Organizational Behavior*, 25, 281-301.

Connolly, B., Hitt, M.A., Ireland, R.D., & DeNisi, A.S. (2007). Expatriates and corporate-level international strategy: Governing with the knowledge contract. *Management Decision*, 45, 564-581.

DeNisi, A.S., & Pritchard, R.D. (2006). Improving individual performance: A motivational framework. *Management and Organization Review*, 2, 253-277.

Toh, S.M., & DeNisi, A.S. (2005). Host country nationals: The Missing Key to Expatriate Success And Failure? *Academy of Management Executive*, 19, 132-146.





Dewett, T., & DeNisi, A.S. (2004). Exploring scholarly reputation: It's more than just productivity. *Scientometrics*, 60, 249-272.

Toh, S.M., & DeNisi, A.S. (2003). A model of the impact of expatriate human resource practices on host country national: A social identity perspective. *Academy of Management Review*, 28, 606-621.

DeNisi, A.S., & Kluger, A.N. (2000). Feedback effectiveness: Can 360-Degree appraisals be improved? *Academy of Management Executive*, 14, 129-139.

(Finalist, 2000 *Academy of Management Executive* Best Paper Award)

Meglino, B.M., Ravlin, E.C., & DeNisi, A.S. (2000). A meta-analytic examination of realistic job preview effectiveness: A test of three counterintuitive propositions. *Human Resource Management Review*, 10, 407-434  
Robbins, T.L., & DeNisi, A.S. (1999). Mood versus interpersonal affect: Identifying processes and rating distortions in performance appraisal. *Journal of Business and Psychology*, 23, 115-135.

Kluger, A.N., & DeNisi, A.S. (1998). Feedback interventions: Toward the understanding of a double-edge sword. *Current Directions in Psychological Science*, 7, 67-72.

(Reprinted in Oltmanns, T.S., & Emery, R.E. (Eds.), *Abnormal Psychology Reader: Current Directions in Psychological Science*, Englewood Cliffs, NJ: Prentice Hall, 2004).

Colella, A., DeNisi, A.S., & Varma, A. (1998). The impact of disability on personnel evaluations: The role importance disability-job fit stereotypes and judgment type. *Journal of Applied Psychology*, 83, 102-111.

Meglino, B.M., Ravlin, E.C., & DeNisi, A.S. (1997). When does it hurt to tell the truth?: The effects of Realistic Job previews on employee recruiting. *Public Personnel Management*, 26, 413-422.





DeNisi, A.S., Robbins, T.L., & Summers, T.P. (1997). Organization, processing, and the use of performance information: A cognitive role for appraisal instruments. *Journal of Applied Social Psychology, 27*, 1884-1905.

Colella, A., DeNisi, A., & Varma, A. (1997). A model of the impact of disability on performance evaluations. *Human Resource Management Review, 7*, 27-53.

DeNisi, A.S., & Peters, L.H. (1996). The organization of information in memory and the performance appraisal process: Evidence from the field. *Journal of Applied Psychology, 81*, 717-737.

Varma, A., DeNisi, A.S., & Peters, L.H. (1996). Interpersonal affect in performance appraisal: A field study. *Personnel Psychology, 49*, 341-360.

Kluger, A.N., & DeNisi, A.S. (1996). The effects of feedback interventions on performance: Historical review, meta-analysis, a preliminary feedback intervention theory. *Psychological Bulletin, 119*, 254-284.

(Winner, 1996 Outstanding Publication in Organizational Behavior, awarded by the Organizational Behavior Division, Academy of Management; Winner, SIOP William Owens Award for Best Publication in I/O Psychology, 1997)

Gordon, M.E., & DeNisi, A.S. (1995). Another look at the relationship between union membership and job satisfaction. *Industrial and Labor Relations Review, 48*, 222-236.

DeNisi, A.S. (1994). Is relevant research relevant?: On evaluating the contribution of research to management practice. *Journal of Managerial Issues, 6*, 145-159.



Robbins, T.L., & DeNisi, A.S. (1994). Interpersonal affect and cognitive processing in performance evaluations: Toward closing the gap. *Journal of Applied Psychology, 79*, 341-350.

Robbins, T.L., & DeNisi, A.S. (1993). A cognitive look at sex bias in the performance appraisal process. *Journal of Management, 19*, 113-126.

Meglino, B.M., DeNisi, A.S., & Ravlin, E.C. (1993). The effects of previous job exposure and subsequent job status on the functioning of a realistic job preview. *Personnel Psychology, 46*, 803-822.

DeNisi, A.S. (1992). Why analytic approaches to performance appraisal cannot work. *Human Resource Management Review, 2*, 71-80.

McDougall, P.P., Robinson, R.B., & DeNisi, A.S. (1992). Modeling new venture performance: An analysis of new venture strategy, industry structure, and venture origin. *Journal of Business Venturing, 7*, 267-275.

(Paper based on dissertation winner, First Prize, Contribution to Research in the Area of Entrepreneurship and Innovation, 1988-89, awarded by the Stern School, New York University; Reprinted in: A. Ginsburg (Ed.), *Strategies for New Venture Development*, London, UK: Edward Elgar Publishing Ltd., 2010)

Schweiger, D.M., & DeNisi, A.S. (1991). The effects of communication with employees following a merger: A longitudinal field experiment. *Academy of Management Journal, 34*, 110-135.

(Winner, Best Article in Organizational Communications, 1992, awarded by OCIS Division, Academy of Management; Reprinted in: Krug, J.A. (2008). *Mergers and Acquisitions*. (Vol. 1). Los Angeles: Sage, pp. 101-123.

Williams, K.J., Cafferty, T.P., & DeNisi, A.S. (1990). Effects of performance appraisal salience on recall and ratings. *Organizational Behavior and Human Decision Processes, 46*, 217-239.



Peters, L.H., & DeNisi, A.S. (1990). An information processing role for appraisal purpose and job type in the development of appraisal systems. *Journal of Management Issues*, 2, 160-175.

Summers, T.P., & DeNisi, A.S. (1990). In search of Adams' other: Reexamination of referents used in the evaluation of pay. *Human Relations*, 43, 497-511.

DeNisi, A.S., Robbins, T., & Cafferty, T.P. (1989). The organization of information used for performance appraisals: The role of diary-keeping. *Journal of Applied Psychology*, 74, 124-129.

Klaas, B., & DeNisi, A.S. (1989). Managerial reactions to employee dissent: The impact of grievance activity on performance ratings. *Academy of Management Journal*, 32, 705-717.

Summers, T.P., DeCotiis, T.A., & DeNisi, A.S. (1989). Attitudinal and behavioral consequences of felt stress and its antecedent factors: A field study using a new measure of felt stress. *Journal of Social Behavior and Personality*, 4, 503-520.

(Reprinted in R. Crandall and P. Perrewe (Eds.), *Occupational stress: A Handbook*, Washington, D.C.: Taylor & Francis, 1995.).

Meglino, B.M., DeNisi, A.S., Youngblood, S.A., & Williams, K.J. (1988). effects of realistic job previews: A comparison using an "enhancement" and "reduction" preview. *Journal of Applied Psychology*, 73, 259-266.

Czajka, J.M., & DeNisi, A.S. (1988). The influence of rater disability on performance ratings: The effects of unambiguous performance standards. *Academy of Management Journal*, 31, 394-404.

DeNisi, A.S., Cornelius, E.T., & Blencoe, A.G. (1987). A further investigation of common knowledge effects on job analysis ratings: On the applicability of the PAQ for all jobs. *Journal of Applied Psychology*, 72, 262-268.



Bannister, B.D., Kinicki, A.J., DeNisi, A.S., & Hom, P.W. (1987). A new method for the statistical control of rating errors in performance ratings. *Educational and Psychological Measurement, 47*, 162-170.

Meglino, B.M., & DeNisi, A.S. (1987). Realistic job previews: Some thoughts on their more effective use in managing the flow of human resources. *Human Resource Planning, 10*, 157-167.

Cafferty, T.P., DeNisi, A.S., & Williams, K.J. (1986). Acquisition and cognitive organization of social information: Effects on evaluations of multiple targets. *Journal of Personality and Social Psychology, 50*, 676-683.

Williams, K.J., DeNisi, A.S., Meglino, B.M., & Cafferty, T.P. (1986). Initial judgments and subsequent appraisal decisions. *Journal of Applied Psychology, 71*, 189-195.

Williams, K.J., DeNisi, A.S., Blencoe, A.G., & Cafferty, T.P. (1985). The effects of appraisal purpose on information acquisition and utilization. *Organizational Behavior and Human Decision Processes, 36*, 314-339.

Kinicki, A.J., Bannister, B.D., Hom, P.W., & DeNisi, A.S. (1985). Behaviorally Anchored rating Scales vs. summated rating scales: Psychometric properties and susceptibility to rating bias. *Educational and Psychological Measurement, 45*, 535-549.

Griffeth, R., Hom, P.W., DeNisi, A.S., & Kirchner, W.K. (1985). A comparison of different methods of clustering countries on the basis of employee attitudes. *Human Relations, 38*, 813-840.

DeNisi, A.S., Cafferty, T.P., & Meglino, B.M. (1984). A cognitive view of the performance appraisal process: A model and research propositions. *Organizational Behavior and Human Performance, 33*, 360-396.



(Reprinted in W.C. Borman, *Performance and Evaluation* volume in the *International Library of Management* [K. Bradley, Ed.], Hampshire, England: Dartmouth Publishing Company Ltd.)

(Reprinted in N.R. Anderson, *Fundamentals in Human Resource Management: Major Works in HRM, Vol. 2, Part 2: Performance Measurement and Management.*)

Youngblood, S.A., DeNisi, A.S., Molleston, J., & Mobley, W.H. (1984). The impact of worker attachment, instrumentality beliefs, perceived labor union image, and subjective norms on union voting intentions and union membership. *Academy of Management Journal*, 27, 576-590.

(Reprinted in Schuler, R.S., & Youngblood, S.A. *Readings in personnel and human resource management, Second Edition*, St. Paul: West Publishing Company, 1984; and *Third Edition*, 1987.)

Cornelius, E.T., DeNisi, A.S., & Blencoe, A.G. (1984). The PAQ and the shared stereotype hypothesis: Some reservations. *Personnel Psychology*, 37, 453-464.

Pearce, J.A., & DeNisi, A.S. (1983). Attribution theory and strategic decision making: An application to coalition formation. *Academy of Management Journal*, 26, 119-128.

DeNisi, A.S., Randolph, W.A., & Blencoe, A.G. (1983). Potential problems with peer ratings. *Academy of Management Journal*, 26, 457-467.

Hom, P.W., DeNisi, A.S., Kinicki, A.J., & Bannister, B.D. (1982). Effectiveness of feedback from Behaviorally Anchored Rating Scales. *Journal of Applied Psychology*, 68, 568-576.

DeNisi, A.S., & Stevens, G.E. (1981). Profiles of performance, performance evaluations, and personnel decisions. *Academy of Management Journal*, 24, 292-302.



Schriesheim, C.A., & DeNisi, A.S. (1981). Task dimensions as moderators of instrumental leadership: A two-sample replicated test of Path-Goal leadership theory. *Journal of Applied Psychology, 67*, 589-597.

DeNisi, A.S., & Dworkin, J.B. (1981). Final offer arbitration and the naive bargainer. *Industrial and Labor Relations Review, 35*, 78-87.

Stevens, G.E., & DeNisi, A.S. (1980). Women as managers: Attitudes and attributions. *Academy of Management Journal, 23*, 355-360.

Schriesheim, C.A., & DeNisi, A.S. (1980). Item presentation as an influence on questionnaire validity: A field experiment. *Educational and Psychological Measurement, 40*, 175-182.

DeNisi, A.S., & Mitchell, J.L. (1978). An analysis of peer ratings as predictors and criterion measures, and a proposed new application. *Academy of Management Review, 3*, 369-373.

McCormick, E.J., DeNisi, A.S., & Shaw, J.B. (1978). The use of the Position Analysis Questionnaire (PAQ) for establishing the job component validity of tests. *Journal of Applied Psychology, 64*, 51-56.

DeNisi, A.S., & Pritchard, R.D. (1978). Implicit theories as artifacts in survey research: An extension and replication. *Organizational Behavior and Human Performance, 21*, 358-366.

Dworkin, J.B., & DeNisi, A.S. (1977). Empirical research on labor relations law: A review, some problems, and some suggestions for future research. *Labor Law Journal, September*, 563-572.

DeNisi, A.S., & Shaw, J.B. (1977). An investigation of the uses of self reports of abilities. *Journal of Applied Psychology, 62*, 641-644.

DeNisi, A.S. (1976). The implications of job clustering for training programmes. *Journal of Occupational Psychology, 49*, 105-113.



## Publications - Invited papers and other journals

DeNisi, A.S. (In Press), Managing performance to change behavior. *Journal of Organizational Behavior Management*.

DeNisi, A.S. (In Press). The value of human resource certification: A response. *Human Resource Management Review*.

DeNisi, A.S., Trapani, J., & Gonzalez, M. (2011). The Goldring Institute at Tulane University. *The Business Journal of Hispanic Research*, 5, 39-42.

DeNisi, A.S. (2010). Challenges and opportunities for the Academy in the next decade. *Academy of Management Review*, 35, 1-12.

DeNisi, A.S. (2008). Rain, snow and sleet are just different types of precipitation.

*Academy of Management Perspectives (Exchange)*, 22, 15-17.

DeNisi, A.S. (2007). 360 Degree Feedback. In S. Rogelberg, (Ed.), *Encyclopedia of Industrial/Organizational Psychology*. Thousand Oaks, CA: Sage Publications, pp. 606-609.

DeNisi, A.S. (2005). Feedback. In N. Nicholson, P. Audia, & M. Pillutla (Eds.). *Blackwell Encyclopedic Dictionary of Organizational Behavior* (2nd Edition), pp. 124-125.

DeNisi, A.S. (2004). Competence at Work. In S. Zedeck (Ed.), *Encyclopedia of Applied Psychology*, Vol. 1, 435-440.

DeNisi, A.S., & Elaydi, R. (2000). Rational Actors or Irrational Fools. *Roger Williams University Law Review*, 6, 33-53.

DeNisi A.S. (1997). Editing the Academy of Management Journal: A very recent perspective. *Academy of Management Journal (Special Anniversary Issue)*, 40, 1456-1460.





DeNisi, A.S. (1996). "Halo effects", "Leniency effects", "Central tendency", for *Dictionary of Human Resource Management*, L. Peters, S. Youngblood, & C. Greer (Eds.), London: Blackwell Publishers.

DeNisi, A. S. (1995). "Job analysis", and "Equal employment" for the *Dictionary of Organizational Behavior*, N. Nicholson and R. Schuler (Eds.), London: Blackwell Publishers.

DeNisi, A.S., & Colella, A. (1991). Challenges for organizational recruitment: Managing newcomer expectations to reduce turnover. *Commentary*, 9, 9-14.

DeNisi, A.S. (1981). Compliance with Executive Order 12086. *Business and Economic Review*, March-April, 22-26.

McCormick, E.J., DeNisi, A.S., & Shaw, J.B. (1978). The use of the Position Analysis Questionnaire (PAQ) for establishing the job component validity of tests. *The Personnel Administrator*, July, 50-56.

McCormick, E.J., & DeNisi, A.S. (1976). An alternate approach to test validation. *The Personnel Administrator*, January, 56-59.

## Papers under review

Certo, S.T, Holcombe, T., & DeNisi, A.S. (Under Review). The role of comparative risk in understanding CEO decision making. *Academy of Management Review*.

Belsito, C., DeNisi, A.S., & Hitt, M.A. (Under Review). The subjective nature of objective criteria: Metrics, rankings, and an illustration of the criterion problem. *Management Research*.

## Papers presented (recent)

DeNisi, A.S. (2011). Panel participant. *The Past, present, and future of inclusion at the Academy of management*. Professional Development



Workshop for the Diversity and Inclusion Task Force, at the Academy of Management Meeting, San Antonio, TX.

DeNisi, A.S. (2011). Panel participant. *From Associate to full .. and beyond*. Professional Development Workshop for the Organizational Behavior Division, at the Academy of Management Meeting, San Antonio, TX.

Certo, S.T., Holcombe, T., & DeNisi, A.S. (2009). I can do it better than you: The role of comparative risk in understanding CEO decision making. Paper presented to the BPS Division, at the Academy of Management Meeting, Chicago, IL.

DeNisi, A.S. (2009). Panel participant. *A view from the top: Unique careers in I/O Psychology*. Panel discussion presented for the Industrial-Organizational Psychology Doctoral Consortium, at the Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

DeNisi, A.S. (2008). Panel Participant. *Journal Editing: An Opening of the Black Box*. All Academy Symposium presented at the Academy of Management Meetings, Anaheim, CA.

DeNisi, A.S. (2008). Panel Participant. *Questioning Tenure: Does the Academic Career System Disconnect us from Management Practice and Labor Market Reality?* All Academy Symposium presented at the Academy of Management Meetings, Anaheim, CA.

DeNisi, A.S. (2007). Panel Participant. *Is the Future of I/O Psychology at Risk?* Panel discussion presented at the Annual Conference of the Society for Industrial and Organizational Psychology, New York City.

DeNisi, A.S. (2007). Panel Participant. *Opening The Black Box of Editorship*. Special Sunday Panel Session presented at the Annual Conference of the Society for Industrial and Organizational Psychology, New York City.



Belsito C., & DeNisi, A.S. (2005). Scholarship rankings in departments of management: Some criterion problems. Paper presented at the Academy of Management meetings, Honolulu, HI.

Connelly, B., & DeNisi, A.S. (2005). Expatriate managers and corporate-level international strategy. Paper presented at the Academy of Management meetings, Honolulu, HI.

Certo, S.T., DeNisi, A.S., Holcombe, T.R. (2005). Am I better than you? The roles of hubris and comparative optimism in CEO decision making. Paper presented at the Academy of Management meetings, Honolulu, HI.

DeNisi, A.S., & Pritchard, R.D. (2005). Improving performance through performance appraisal: the importance of employee motivation. Paper presented at the Fifth International Workshop on Human Resource Management, Seville, Spain.

DeNisi, A.S. (2005). Ever the twain shall meet? Importing lessons learned from performance appraisal research to 360-degree feedback. Paper presented as part of *Clarifying the message: How can we improve 360-degree feedback?*, a symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

DeNisi, A.S. (2005). Panel participant, *Performance feedback: Where do we go next?*, panel discussion presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

DeNisi, A.S. (2004). Panel Participant, *Editor's Panel*, Inaugural Conference of the International Association for Chinese Management Research, Beijing, PRC, 2004.

DeNisi, A.S. (2004). Panel Participant, *Writing Skills for Top Tier Journals*, Inaugural Conference of the International Association for Chinese Management Research, Beijing, PRC, 2004.



Toh, S.M., & DeNisi, A.S. (2004). Host Country National Helping and the Adjustment of Expatriates. Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

## Other professional activities

### Dean, A.B. Freeman School of Business 7/05 – 7/11

Led the Freeman School through the recovery from Hurricane Katrina in 2005

Raised more than \$16 million for the school during that time

Led Freeman School through re-accreditation from AACSB in 2008

Increased enrollments in full-time MBA program to pre-Katrina levels

Doubled the size of the Master of Finance Program

Initiated new programs in Risk Management, and Energy Finance and Trading

Brought Graduate programs to new levels in MBA rankings: 35th in *Business Week*, 35th in U.S. for *Financial Times* (63rd globally); 13th for Graduate Entrepreneurship in *Entrepreneurship Magazine*

Established and filled two new Endowed Chairs and fifteen new Endowed Professorships

Completely revamped MBA program to increase global content

### Review and Editorial

Editorial Board, *Personnel Psychology*, 2007-2013.



Editorial Board, *Journal of Applied Psychology*, 1988-1994; 2002-2013.

International Editorial Advisory Board (IEAB) *Major Works in HRM*

Editorial Advisory Board, *Academy of Management Journal*, 2004 - 2007.

Editorial Advisory Board, *Management and Organization Review*, 2002-present.

Editorial Board, *Journal of Organizational Behavior*, 1993-present.

Editor, *Academy of Management Journal*, 1994 - 1996.

Consulting Editor, *Academy of Management Journal*, 1991-1993.

Editorial Board, SIOF Frontiers Series, 1997-2000.

Editorial Board, *Human Resource Management Journal*, 1999 - present.

Editorial Board, *Research and Practice in Human Resource Management*  
(National University of Singapore), 1993-present.

Editorial Board, *Human Resource Management Review*, 1993-present.

Editorial Board, *Journal of Managerial Issues*, 1991-present.

Editorial Board, *Human Resource Planning Journal*, 1989-present.

Editorial Board, *Review of Public Personnel Administration*, 1989-present.

Editorial Board, *Academy of Management Journal*, 1988-1991.

Editorial Board, *Academy of Management Review*, 1984-1987.



Editorial Board, *Journal of Management*, 1984-1988.

**Ad hoc reviewer for:**

*Journal of International Business Studies*

*Industrial and Labor Relations Review*

*Journal of Management and Government (Italy)*

*Cross Cultural Management: An International Journal*

*MIT Sloan Management Review*

*Organization Science (Special Issue on “Corporate Transformation in the PRC”)*

*Administrative Science Quarterly*

*Organizational Behavior and Human Decision Processes*

*Psychological Bulletin*

*Decision Sciences*

*Journal of Applied Social Psychology*

*Academy of Management Executive  
Basic and Applied Social Psychology*

*Journal of Marketing Social Behavior and Personality*

**Human Performance**



Proposal Reviewer for National Science Foundation, Social Science and Humanities Research Council of Canada, Hong Kong Research Grants Council

### **Committee Work: Academy of Management**

President, Academy of Management, 2008 – 09; Past President, 2009 - 2010.

Vice President and Program Chair, Academy of Management, 2006 – 07.

Vice-President and Program Chair-Elect (PDW Chair), Academy of Management, 2005 - 06.

Executive Committee of the Board of Governors, Academy of Management, 2005-2010.

Member, Academy Board of Governors, 1994-1996; 2005-2010.

Division Chair, Organizational Behavior Division, Academy of Management, 2003-2004; Division Chair-Elect, 2002-2003; Program Chair, 2001-2002; Program Chair-Elect, 2000-2001.

Member, HR Scholarly Achievement Award Committee, HR Division, Academy of Management, 2003.

Division Chair, Personnel/Human Resource Management Division, Academy of Management, 1990-91; Division Chair-Elect, 1989-1990; Program Chair, 1988-89; Program Chair-Elect, 1987-88.

Faculty, Human Resource Division Doctoral Consortium, “Job Search Panel”, 2001.

Faculty, Human Resource Division Junior Faculty Consortium, Academy of Management, “Interesting Teaching Opportunities”, 2001





Newman Award Review Committee, Academy of Management, 2000.

Faculty, Human Resource Division Doctoral Student Consortium, Academy of Management, 1984, 1986, 1992, 1995, 1996, 1997, 1998, 1999, 2001, 2002.

Faculty, HR Teaching Workshop "Future Directions in Teaching HR", 1997.

Faculty, HR Division Junior Faculty Workshop, "The Role of Service", 1998.

Faculty, Organizational Behavior/Organization & Management Theory Doctoral Student Consortium, Academy of Management, 1994.

Faculty, Organizational Behavior/Organizational & Management Theory Junior Faculty Consortium, Academy of Management, 1996.

Member, Human Resource Management Division Doctoral Consortium Coordinating Committee, 1992-1994.

Member, Executive Committee, Personnel/Human Resource Management Division, Academy of Management, 1983-1988.

Chair, Outstanding Publication in Organizational Behavior Award Committee, 2002-2003; 2000-2001.

Member, Outstanding Publication in Organizational Behavior Award Committee, 1997-1998.

Member, Program Committee, Personnel/Human Resource Management Division, Academy of Management, 1983-1995, 1999-2003.

Member, Program Committee, Organizational Behavior Division, Academy of Management, 1980, 1982-1984, 1999.



Member, Membership Committee, Organizational Behavior Division, Academy of Management, 1987.

Member, New Concepts in Personnel/Human Resource Management Committee, 1987.

Committee Work: Southern Management Association

Board of Governors, Southern Management Association, 1986-1989  
Program Chair, Organizational Behavior Division, Southern Management Association, 1985.

Program Committee, Personnel/Human Resource Division, Southern Management Association, 1992- 1996.

Chair, Outstanding Paper Award Committee, Southern Management Association, 1987.

### **Committee Work: Division 14 of APA (SIOP)**

President, 1999-2000.

President-Elect, 1998-1999.

Representative to APA Council, 1996-1999; 2003-2006.

Member, Committee on APA Division Relations (CODAPAR), American Psychological Association, January 2001 – December 2003.

Chair, Awards Committee, SIOP, 1995-1996.

Chair, Committee on Committees, SIOP, 1993-1995.

Chair, Fellowship Committee, SIOP, 1991-1993.

Member, Awards Committee (Distinguished Scientific Contribution Award sub-committee), SIOP, 2000-Present.



Faculty, Doctoral Student Consortium, Annual Meeting of the Society for Industrial and Organizational Psychology, 1996.

Faculty, OB/IO Psychology Graduate Student Conference, Knoxville, TN, 1987; Denver, CO, 1995; Tampa, 2002.

Program Committee, Division 14, American Psychological Association, 1985-1988.

Program Committee, SIOP, 1987- 1989.

Member, Division 14 Scientific Affairs Committee, 1981-1984.

Member, SIOP Awards Committee, 1988-1991.

### **Discussant/ Moderator (recent)**

Discussant, Performance Feedback: Innovative Contributions to Theory and Practice .

A symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, New York City, 2007.

Discussant, The Evolution of 360° Feedback: What Hath We Wrought?. A symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX, 2006.

Discussant, New ventures: A fertile ground for testing and refining I-O theories. A symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA, 2005.

Discussant, Expatriate management: New directions and pertinent issues, a symposium presented at the Academy of Management meetings, 2004.



Discussant, “Work Motivation”, paper session to be presented at the Inaugural Conference of the International Association for Chinese Management Research, Beijing, PRC, 2004.

Moderator, Does Emotional Intelligence Have a Role to Play in I/O Psychology? A debate presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL, 2003.

## **Student committees**

### **Masters Thesis Committees:**

Anne-Marie Canova (MS HRM, USC), Member 1981  
Isabel Cordova (MS HRM, USC), Member, 1982  
David Day (MS HRM, USC), Chair, 1983  
Kevin Williams (MA Psychology, USC), Member, 1982  
Paula Skedsvold (MA Psychology, USC), Member, 1987  
Kris Nehring (M. Agribusiness, Texas A&M), Member, 1998  
Jonathan Gauthier (MS HRD, Texas A&M University), Member, 1998.  
Pauline Melgoza (MS HRD, Texas A&M University), Member, 1998.  
Stephen Jost (M. of Agriculture, Texas A&M University), Member, 2000.  
Henry St. Paul, Jr. (MBA, Tulane University), Chair, 2008.

### **Ph.D. Committees:**

George Stevens (DBA, Kent State), Chair, 1979  
Rodger Griffeth (Ph.D., Psychology, USC), Member, 1981  
Fred David (Ph.D., Business, USC), Member, 1981  
John Ray (Ph.D., Business, USC), Member, 1982  
D. Ray Bagby (Ph.D., Business, USC), Chair, 1983  
Allyn Blencoe (Ph.D., Business, USC), Chair, 1984  
A. Robin Winn (Ph.D., Business, USC), Chair, 1984  
Kevin Williams (Ph.D., Psychology, USC), Member, 1984  
Roger Weikle (Ph.D., Business, USC), Member, 1985  
Timothy Summers (Ph.D., Business, USC), Chair, 1986



John Betton (Ph.D., Business, USC), Member, 1986  
Elizabeth Freeman (Ph.D., Business, USC), Member 1987  
Patricia McDougall (Ph.D., Business, USC), Member, 1987  
Joseph Czjaka (Ph.D., Business, USC), Chair, 1988  
Peter K'Obonyo (Ph.D., Business, USC), Member, 1988  
Mary Anne Watson (Ph.D., Business, USC), Member, 1988  
Julio DeCastro, (Ph.D., Business, USC), Member, 1990  
Tina Robbins (Ph.D., Business, USC), Chair, 1991  
Bonnie McNeely (Ph.D., Business, USC), Member 1993  
Arup Varma (Ph.D., IRHR, Rutgers), Co-Chair, 1996  
Haiyang Li (Ph.D., Business, City U. of Hong Kong), Member, 1998  
Chris Nehring (Ph.D., Biology, Texas A&M), Member, 2001.  
Jorge Gonzales (Ph.D., Business, Texas A&M), Chair, 2001.  
D. Bachoo (Ph.D., Business, Texas A&M), Chair, 2002.  
Paul Bly (Ph.D., Psychology, Texas A&M), Member, 2000.  
Lucinda Lawson (Ph.D., Business, Texas A&M), Chair, 2001.  
Soo Min Toh (Ph.D., Business, Texas A&M), Chair, 2003.  
Todd Dewett (Ph.D., Business, Texas A&M), Chair, 2002.  
Shung-Jae Shin (Ph.D., Business, Texas A&M), Chair, 2003.  
Richard Lester (Ph.D. Business, Texas A&M), Member, 2003.  
Alvaro Lopez Cabrales (Ph. D, Business & Economics, Universidad Pablo de Olivade, Seville), Member, 2003.  
Todd Carlisle (Ph.D., Psychology, Texas A&M University), Member, 2002.  
Raed Elaydi (Ph.D., Business, Texas A&M University), Member, 2004.  
Fernanda Garcia (Ph.D., Business, Texas A&M University), Member, 2004.  
Yvette Lopez (Ph.D., Business, Texas A&M University), Member, 2008.  
Carrie Belsito (Ph.D., Business, Texas A&M University), Chair, 2008.  
Mirta Diaz Fernandez (Ph. D, Business & Economics, Universidad Pablo de Olivade, Seville), Member, 2007.  
Marla Baskerville (Ph.D., Org. Behavior, Tulane University), Member, 2009.  
Shirley Sonesh (Ph.D. Management, Tulane University), Chair, ongoing.  
Patricia Monteferrante (Ph.D., Management, Tulane University), Member, ongoing.



Carlos E. Ramírez (Ph.D., Management, Tulane University), Member, ongoing.

Rafael Vesga (Ph.D., Management, Tulane University), Chair, ongoing.

## **Faculty service activities**

### **Tulane University**

Dean, A.B. Freeman School of Business, July 2005 – Present.

Chair, Environmental Health and Safety Policy Committee, July 2008 – Present.

Member, Tulane University Diversity Taskforce.

Member, University Research Council.

### **Texas A&M University**

Head, Department of Management, 2000 – June 2005

Member, Mays College Research Council, 2002 – 2003.

Member, Committee on Endowed Positions for the Accounting Department, 2001.

Director, MS Program in Human Resource Management, 1999 – 2000.

Center for Executive Development Advisory Committee, 1999 – present.

Chair, Electronic MS/HRM Degree Task Force, 1999 – 2000.

MS Graduate Instruction Committee, 1999 – present.



Masters Programs Task Force, Graduate School of Business, 1998-1999.

Faculty Search Committee (for HR position), 1997-99.

Department Executive Committee, 1997-99.

Department Ph.D. Comprehensive Examination Committee, 1998-1999.

Chair, College Review Committee for Graduate Placement Office, 1998-1999.

Director, Center for Human Resource Management, 1997-2000.

### **Rutgers University**

Director, Ph.D. Program, SMLR, 1992-1995.

Chair, Ph.D. Policy Committee, IMLR, 1989-1993.

Chair, Appointments and Promotions Committee, SMLR, 1992-1993.

Appointments and Promotions Committee, SMLR, 1989-1995.

Dean Search Committee, College of Business, Camden, 1992.

Re-Organization Committee, SMLR, 1992-1993.

Faculty Search Committee, HRM Department, 1990-1995 (Chaired committee several times)

### **University of South Carolina**

Chair, Human Subjects Review Committee, University of South Carolina, 1980-1981.





Member, Human Subjects Review Committee, University of South Carolina, 1979-1980.

Member, Sigma Xi Research Award Committee, University of South Carolina, 1983.

Research committee, Center for Management & Organizational Research, College of Business Administration, 1979-1981.

Ph. D. Policy and Oversight Committee, College of Business Administration, 1981-1988.

Close Foundation Award Committee, College of Business Administration, 1985-1989.

Management Area Ph.D. Coordinator, 1981-1986.

Chair, Faculty Recruiting Committee, Management Area, 1985-1987.

Faculty Recruiting Committee, Management Area, 1980-1989.

### **Kent State University**

Dean Search Committee, College of Business Administration, 1978.

Faculty Evaluation and Compensation Committee, Dept. Of Administrative Sciences, 1978-1979.

Faculty Search Committee, Dept. of Administrative Sciences, 1978-1979.

### **Other**

Member, Initial Accreditation Committee, AACSB, 2007 – Present.



Member, AACSB Re-Accreditation Team, Lehigh University, 2012.

Member, AACSB Re-Accreditation Team, Claremont Colleges, 2012.

Chair, AACSB Initial Accreditation Team. SDA Bocconi University, Milan, Italy, 2011.

Member, AACSB Initial Accreditation Team, University of Puerto Rico, Turabo, Puerto Rico, 2010.

Mentor for Initial Accreditation, HSBC School of Business, Peking University in Shenzhen, 2010.

Member, AACSB Re-Accreditation Team, Warwick University School of Business, 2010.

Member, AACSB Re-Accreditation Team, Tepper School of Business, Carnegie Mellon University, 2009.

Chair, AACSB Re-Accreditation Team, Neeley School of Business, Texas Christian University, 2009.

Member, Board of Directors, The Horizon Initiative of New Orleans, 2008.

Member, AACSB Re-Accreditation Team, Peter Drucker School of Management, The Claremont Colleges, 2008.

Member, AACSB Re-Accreditation Team, Rollins College, 2007.

Chair, External Review Committee, Department of Management, Georgia State University, February 2003.

External Review Committee, College of Business Administration Ph.D. Program, University of Texas at Arlington, April 2002.



Chair, External Review Committee, Department of Management & Policy, University of Arizona, September 1997.

## Awards and achievements

Over 5200 citations – Google Scholar, 2011; over 2000 citations – SSCI, 2011 President, Academy of Management, 2008 – 2009.

SIOP Distinguished Scientific Contribution Award, 2005.

University Distinguished Professor, Texas A&M University, (appointed April 2005; Effective September 2005).

Mays Business School Distinguished Research Award, 2004.

Fellow, Southern Management Association, 2002.

Paul and Rosalie Robertson Chair in Business Administration, 2001.

B. Marie Oth Professor in Business Administration, 1999.

President, SIOP (Division 14 of APA), 1999.

Fellow, Academy of Management, 1998.

William Owens Award for the Outstanding Publication in Industrial and Organizational Psychology, SIOP, 1998.

Outstanding Publication in Organizational Behavior, Organizational Behavior Division of the Academy of Management, 1996.

Charter Fellow, American Psychological Society, 1991.

Fellow, Division 14 of the American Psychological Association, 1988.

Fellow, American Psychological Association, 1988.



Excellent Reviewer – Editorial Board, Journal of Organizational Behavior, 2008. Finalist, Best Paper in Academy of Management Executive, 2000.

Honorary Professor, Department of Management, City University of Hong Kong, 1998-2000 (Distinguished Visiting Professor, March 1998).

External Examiner, Undergraduate programs in Human Resource Consulting/Management, Nanyang Business School, Nanyang Polytechnic University, Singapore, 2000-2002; renewed for 2002-2004.

Outstanding Referee, Journal of Organizational Behavior, 1995.

Best Paper in Organizational Communications, Organizational Communications Division of the Academy of Management, 1992.

Best Paper in Entrepreneurship and Innovation, NYU Center for Entrepreneurial Studies, 1989.

University of South Carolina Business Partnership Foundation Fellow, 1987; Distinguished Fellow 1988.

Distinguished Paper Award, Allied Southern Business Association (SMA) Meetings, 1984.

Licensed as an Industrial Psychologist, State of South Carolina, 1980.

Best Competitive Paper Award, Organizational Behavior Division, Academy of Management, 1979.

Ernest J. McCormick Award for Outstanding Graduate Work in Industrial/Organizational Psychology, Purdue University, 1977.

Phi Beta Kappa

Psi Chi



Beta Gamma Sigma

## Grants and contracts

Developmental Networks: Antecedents, Processes, and Career Consequences for Immigrant Workers. Social Sciences and Humanities Research Council Standard Research Grant. March 2006 – March 2009, \$83,977 (CAD). Principal Investigators: Soo Min Toh & Angelo DeNisi.

The socialization of newcomers with Disabilities at Work. Several separate funded projects. New Jersey Developmental Disabilities Council Grant, January 1992 - December 1995, \$187,000 (total). Principal Investigators: Adrienne Colella & Angelo DeNisi.

Organizing Information in Memory: Field-Testing of Interventions Designed to Improve Appraisal Decisions. Grant to Rutgers University from the National Science Foundation, July 1989-December 1991, \$83,00; Principal Investigators: Angelo DeNisi & Lawrence Peters.

The Impact of Personal Values and National Background on Negotiating Style. University of South Carolina International Fellow Award, June 1988-September 1988, \$3,850; Principal Investigator: Angelo DeNisi.

The Definition and Measurement of Work Values. College of Business Research Scholar Award, University of South Carolina, June - August 1983, \$4,500; Co- Principal Investigators: Angelo DeNisi and Ed Cornelius.

A Cognitive Approach to performance Appraisal: Rater Information Gathering and processing Strategies. Grant to the University of South Carolina from the National Science Foundation, July 1981 - December 1983, \$96,000; Principal Investigator: Angelo DeNisi.

Effects of Feedback on Group Attitudes and Performance. Division of Sponsored Programs and Research, University of South Carolina,



\$1,200; September - December 1981; Co-Principal Investigators: Angelo DeNisi and W. Alan Randolph

Rater Decision Making Strategies in Performance Appraisal. Research Scholar Award, College of Business Administration, University of South Carolina, June - August 1980, \$8,000; Principal Investigator: Angelo DeNisi  
The Labor Market for the Textile Industry in the 1990's: Part II. Attitude Survey and Analysis. Grant to the Center for Management and Organizational Research from the American Textile Manufacturer's Institute, June - December 1980, \$16,000; Co-Principal Investigators: Angelo DeNisi, Bruce Meglino, & Stuart Youngblood.

Formulation and Analysis of Counter Attrition Strategies in the U.S. Army. Grant to the Center for Management and Organizational Research from the Army Research Institute, \$76,000, July 1979 - August 1983; Co-Principal Investigators: Angelo DeNisi, Bruce Meglino, Stuart Youngblood, & William Mobley.

### **Invited addresses (recent)**

International Association for Chinese Management Research, "Innovation and Social Responsibility in Business Education: Experiences, Lessons, and Challenges", Keynote Deans' Discussion Panel, Shanghai, China, June, 2010.

Indian Academy of Management, Innaugral Meeting, "The Academy, India, and the Indian Academy of Management", Jamshedpur, India, December 2009.

Universidad de Valencia, "Evaluating Talent in Frms", Innauguration of Masters in Talent Development Program, October, 2008.

Universidad Carlos III de Madrid, "Human Resource Management: A Dialogue Between Economics and Psychology", February, 2008.

Lally School of Management, Renselaer Polytehcnic Institute, "Fifty years Since Gordon and Howell: What Have We Learned About



Managing Effectively and Encouraging Innovation – From a Behavioral Science Perspective”, April, 2007.

Lubin Leaders and Scholars Program, Lubin School of Business, Pace University, New York, “Leadership Lessons from Katrina”, March, 2007.

Rotman School of Business, University of Toronto, “Cognitive Processes in Performance Appraisal and Performance Management”, September 2006.

Instituto de Empresa, Madrid, Spain, “Performance Appraisal and Performance Management: Some Issues for Future Research”, May, 2005.

Faculty of Economics, Catania University, Catania, Italy, “Work Motivation”, March 2005.

Faculty of Economics, Catania University, Catania, Italy, “Performance Appraisal and Performance Management”, March 2005.

Xavier Labor Relations Institute, Jamshedpur, India, “Performance Appraisal and Performance Management: Where Are We?”, January 2005.

IO-OB Doctoral Student Conference, University of Tulsa, “Stuck in the Box (And Getting outside It)”, Keynote Address, March 2004.

Nanyang Business School, Nanyang Technological University (Singapore), “Defining and Improving Performance”, Faculty Research Seminar, March 2004.

Singapore Human Resource Institute, “Building Trust in Performance Management and Appraisal”, Singapore, March 2004.

Sherlock Hibbs Distinguished Lecture Series in Business and Economics, Department of Management, University of Missouri, “A Perspective on Management Research: Looking Back and Looking Ahead”, Columbia, MO, October 2003.