

Curriculum Vitae

KAREN MICHELLE (HOLCOMBE) EHRHART

Professional Employment

Associate Lecturer, Department of Management, College of Business
University of Central Florida (UCF; 2021-present)
Lecturer, Department of Management, College of Business
University of Central Florida (UCF; 2017-2021)
Associate Professor, Department of Management, Fowler College of Business
San Diego State University (SDSU; 2009-2017)
Assistant Professor, Department of Management, Fowler College of Business
San Diego State University (SDSU; 2006-2009)
Assistant Professor, Department of Psychology, College of Sciences
San Diego State University (SDSU; 2001- 2006)

Education

University of Maryland, College Park (UMCP)
Ph.D., 2001, Industrial/Organizational Psychology
M.A., 1999, Industrial/Organizational Psychology

Westmont College
B.A., 1994, Economics/Business and Psychology, *Magna Cum Laude*

PROFESSIONAL GROWTH

- In most cases, authorship reflects level of contribution to the project with first author being primary contributor and subsequent authors listed in order of contribution
- Student co-authors are underlined

Peer-Reviewed Journal Publications

1. Alexandra, V., Ehrhart, K. H., & Randel, A. E. (2021). Cultural intelligence, perceived inclusion, and cultural diversity in workgroups. *Personality and Individual Differences*, 168, 1-6.
2. Chung, B. G., Dean, M. A., & Ehrhart, K. H. (2021). Inclusion values, practices, and intellectual capital predicting organizational outcomes. *Personnel Review*, 50, 709-730.
3. Chung, B. G., Ehrhart, K. H., Shore, L. M., Randel, A. E., Dean, M. A., & Kedharnath, U. (2020). Work group inclusion: Test of a scale and model. *Group & Organization Management*, 45, 75-102.
 - Received the 2020 “Best Quantitative Paper” award from *Group & Organization Management*.
4. Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., &

- Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28, 190-203.
5. Subramony, M., Ehrhart, K. H., Groth, M., Holtom, B. C., van Jaarsveld, D. D., Yagil, D., Darabi, T., Walker, D., Bowen, D. E., Fisk, R. P., Grönroos, C., & Wirtz, J. (2017). Accelerating employee-related scholarship in service management: Research streams, propositions, and commentaries. *Journal of Service Management*, 28, 837-865.
 - 2018 Emerald Literati Awards designation as “Highly Commended,” a recognition which is awarded by the journal’s editor and Editorial Advisory Board to three papers from the previous year’s volume.
 6. Randel, A. E., Dean, M. A., Ehrhart, K. H., Chung, B. G., & Shore, L. M. (2016). Leader inclusiveness, psychological diversity climate, and helping behaviors. *Journal of Managerial Psychology*, 31, 216-234.
 7. Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. (2012). Web-based recruitment in the millennial generation: Work-life balance, web site style, and organizational attraction. *European Journal of Work and Organizational Psychology*, 21, 850-874.
 8. Kono, T., Ehrhart, K. H., Ehrhart, M. G., & Schultze, T. (2012). Examining implicit leadership theories in Japan and the U.S. *Asia Pacific Journal of Human Resources*, 50, 367-387.
 9. Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37, 1262-1289.
 10. Ehrhart, K. H., Witt, L. A., Schneider, B., & Perry, S. J. (2011). Service employees give as they get: Internal service as a moderator of the service climate-service outcomes link. *Journal of Applied Psychology*, 96, 423-431.
 11. Chung-Herrera, B. G., Ehrhart, M. G., Ehrhart, K. H., Hattrup, K., & Solamon, J. (2010). Stereotype threat, state anxiety, and specific self-efficacy as predictors of promotion exam performance. *Group & Organization Management*, 35 77-107.
 12. Chung-Herrera, B. G., Ehrhart, K. H., Ehrhart, M. G., Solamon, J., & Kilian, B. (2009). Can test preparation help to reduce the Black-White test performance gap? *Journal of Management*, 35, 1207-1227.
 13. Ehrhart, M. G., Ehrhart, K. H., Roesch, S. C., Chung-Herrera, B. G., Nadler, K., & Bradshaw, K. (2009). Testing the latent factor structure and construct validity of the Ten-Item Personality Inventory. *Personality and Individual Differences*, 47, 900-905.
 14. Shore, L. M., Chung-Herrera, B. G., Dean, M. A., Ehrhart, K. H., Jung, D. I., Randel, A. E., & Singh, G. (2009). Diversity in organizations: Where are we now, and where are we going? *Human Resource Management Review*, 19, 117-133.

15. Ehrhart, K. H., Roesch, S. C., Ehrhart, M. G., & Kilian, B. (2008). A test of the factor structure equivalence of the 50-item IPIP Five-Factor Model measure across gender and ethnic groups. *Journal of Personality Assessment, 90*, 507-516.
16. Ehrhart, K. H., & Chung-Herrera, B. G. (2008). HRM at your service: Developing effective HRM systems in the context of e-service. *Organizational Dynamics, 37*, 76-86.
17. Ehrhart, K. H., & Makransky, G. (2007). Testing vocational interests and personality as predictors of person-vocation and person-job fit. *Journal of Career Assessment, 15*, 206-226.
18. Ehrhart, K. H. (2006). Job characteristic beliefs and personality as antecedents of person-job fit. *Journal of Business and Psychology, 21*, 193-226.
19. Ehrhart, K. H., & Ziegert, J. C. (2005). Why are individuals attracted to organizations? *Journal of Management, 31*, 901-919.
20. Ployhart, R. E., Ehrhart, K. H., & Hayes, S. C. (2005). Using attributions to understand the effects of explanations on applicant reactions: Are reactions consistent with the covariation principle? *Journal of Applied Social Psychology, 35*, 259-296.
21. Schneider, B., Ehrhart, K. H., & Ehrhart, M. G. (2002). Understanding high school student leaders, II: Peer and teacher perspectives and their correlates. *Leadership Quarterly, 13*, 275-299.
22. Gelfand, M. J., Nishii, L. H., Holcombe, K. M., Dyer, N., Ohbuchi, K., & Fukuno, M. (2001). Cultural influences on cognitive representations of conflict: Interpretations of conflict episodes in the United States and Japan. *Journal of Applied Psychology, 86*, 1059-1074.
23. Schneider, B., Paul, M. C., White, S. S., & Holcombe, K. M. (1999). Understanding high school student leaders, I: Predicting teacher ratings of leader behavior. *Leadership Quarterly, 10*, 609-636.
24. Schneider, B., Holcombe, K. M., & White, S. S. (1997). Lessons learned about service quality: What it is, how to manage it, and how to become a service quality organization. *Consulting Psychology Journal, 49*, 35-50.

Book Chapters and Encyclopedia Entries

1. Ehrhart, M. G., & Ehrhart, K. H. (2017). Service climate. In S. G. Rogelberg (Ed.), *The SAGE Encyclopedia of Industrial and Organizational Psychology* (2nd Edition, pp. 1422-1424). Thousand Oaks, CA: Sage.
2. Ehrhart, M. G., Ehrhart, K. H., & Schneider, B. (2014). Organizational climate. In P. Flood & Y. Freney (Eds.), *Wiley Encyclopedia of Management: Vol. 11. Organizational Behavior* (3rd edition, pp. 333-335). Chichester, UK: Wiley.

3. Schneider, B., Ehrhart, K. H., & Ehrhart, M. G. (2005). Organizational climate. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *The Blackwell Encyclopedia of Management: Organizational Behavior* (2nd ed., pp. 270-272). Oxford, UK: Blackwell.
4. Gelfand, M. J., Raver, J. L., & Ehrhart, K. H. (2002). Methodological issues in cross-cultural organizational research. In S. G. Rogelberg (Ed.), *Handbook of Research Methods in Industrial and Organizational Psychology* (pp. 216-246). Oxford, UK: Blackwell.
5. Schneider, B., Bowen, D. E., Ehrhart, M. G., & Holcombe, K. M. (2000). The climate for service: Evolution of a construct. In N. M. Ashkanasy, C. Wilderom, & M. F. Peterson (Eds.), *Handbook of Organizational Culture and Climate* (pp. 21-36). Newbury Park, CA: Sage.
6. Gelfand, M. J., & Holcombe, K. M. (1998). Behavioral patterns of horizontal and vertical individualism and collectivism. In T. M. Singelis (Ed.), *Teaching About Culture, Ethnicity, and Diversity: Exercises and Planned Activities* (pp. 121-131). Newbury Park, CA: Sage.

Refereed Presentations at Professional Conferences

1. Alexandra, V., Ehrhart, K. H., & Randel, A. E. (2020, July). *Pathways of inclusion to and from cultural intelligence*. Paper presented at the 62nd annual conference of the Academy of International Business, Miami, FL.
2. Alexandra, V., Ehrhart, K. H., & Randel, A. E. (2019, August). Cross-cultural competence development: A pathway to (and from) team inclusion. In Chia, T. (Chair), *Interpersonal Processes as Pathways to Inclusion*. Symposium presented at the 79th annual conference of the Academy of Management, Boston, MA.
3. Ehrhart, K. H., Ehrhart, M. G., Chung, B. G., Wright, L., & Martinez, S. (2017, August). *Customer orientation as a moderator of emotional labor-outcome relationships*. Paper presented at the 77th annual conference of the Academy of Management, Atlanta, GA.
4. Shore, L. M., Dulebohn, J. H., Liao, C., & Ehrhart, K. H. (2017, August). Impact of the recruiter's employee-organization relationship on applicant reactions to the organization. In Lee, J. H. (Chair), *Extending Social Exchange Perspectives in the Employee-Organization Relationship (EOR) Research*. Symposium presented at the 77th annual conference of the Academy of Management, Atlanta, GA.
5. Randel, A. E., Galvin, B., Shore, L. M., Ehrhart, K. H., Chung, B., Dean, M. A., & Kedharnath, U. (2016, August). Inclusive leadership: Realizing positive outcomes through a focus on belongingness and being valued for uniqueness. In A. Konrad (Chair), *Positive Work Relationships: Building Diversity and Inclusion in a Global Business Environment*. Symposium presented at the 76th annual conference of the Academy of Management, Anaheim, CA.
6. Chung, B. C., Ehrhart, K. H., Shore, L. M., Randel, A. E., Dean, M. A., & Kedharnath, U. (2016, April). *Work group inclusion: Scale validation and relationship to outcomes*. Poster presented at the 31st annual conference of the Society for Industrial and Organizational

Psychology, Anaheim, CA.

7. Chung, B. C., Dean, M. A., & Ehrhart, K. H. (2016, April). *Inclusion values, inclusion practices, and intellectual capital predicting organizational outcomes*. Poster presented at the 31st annual conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.
8. Ehrhart, K. H., Chung, B. C., Randel, A. E., Dean, M. A., & Shore, L. M. (2014, May). Inclusion and health moderated by demographic status as numerical minority/majority. In B. Chung (Chair), *Moving from diversity to inclusion: New directions in inclusion research*. Symposium presented at the 29th annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
9. Drobka, S. K., Ehrhart, M. G., Ehrhart, K. H., Ali, A. A., & Waller, K. (2012, April). *A longitudinal study of proactivity during socialization*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
10. Ehrhart, M. G., Ehrhart, K. H., Ali, A., Roesch, S., & Palmer, L. (2012, April). *A MIMIC model of acculturation and the IPIP FFM measure*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
11. Randel, A. E., Dean, M. A., Shore, L. M., Ehrhart, K. H., & Chung, B. G. (April, 2012). *Complementing diversity climate with leader inclusiveness: Effects on altruism*. Poster presented at the 27th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
Selected for the Featured Posters session at the All-Conference Reception (Top posters at the conference as rated by reviewers).
12. Ali, A. A., Ehrhart, M. G., Palmer, L., Drobka, S., Ehrhart, K. H., & Kath, L. M. (2011, April). *Predictors of new employee socialization to organizations*. Poster presented at the 26th annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
13. Ehrhart, K. H., Witt, L. A., Schneider, B., & Perry, S. J. (2010, April). Internal service as a moderator of the service climate-service outcomes link. In J. Seibert (Chair), *The Impact of Internal Customer Service on Organizations*. Symposium presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
14. Vong, S., Ehrhart, M. G., Ehrhart, K. H., & Devos, T. (2010, April). *Gender and organizational citizenship behavior: An implicit association approach*. Poster presented at the 25th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
15. Chung, B., Randel, A., Dean, M., Ehrhart, K., Shore, L. M., & Singh, G. (2009, August). Inclusive HRM practices and related outcomes. In B. G. Chung (Chair), *Inclusion in Organizations: Measures, HR Practices and Climate*. Symposium presented at the 69th annual conference of the Academy of Management, Chicago, IL.

16. Shore, L. M., Dulebohn, J., & Ehrhart, K. H. (2009, August). Predictors of applicant fit: Recruiter's employment relationship and interview evaluation. In C. M. Harold (Chair), *Antecedents and Consequences of Psychological Contracts: From Development to Breach*. Symposium presented at the 69th annual conference of the Academy of Management, Chicago, IL.
17. Peyton, L. T., Ehrhart, M. G., & Ehrhart, K. H. (2009, April). "My displeasure to serve you today": *Antecedents of emotional deviance*. Paper presented at the 24th annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
18. Kono, T., Ehrhart, K. H., & Schultze, T. (2008, August). *Examining implicit leadership theories in Japan and the U.S.* Paper presented at the 68th annual conference of the Academy of Management, Anaheim, CA.
19. Shore, L. M., Chung-Herrera, B., Dean, M., Ehrhart, K., Jung, D., Randel, A., & Singh, G. (2008, August). Diversity in organizations: Where are we now, and where are we going? In J. N. Cleveland, & A. M. Jones (Chairs), *Diversity, Work-family, and Life Outcomes*. Symposium presented at the 68th annual conference of the Academy of Management, Anaheim, CA.
20. Ehrhart, K. H., & Chung-Herrera, B. G. (2007, August). *HRM at your service: Developing effective HRM systems in the context of e-service*. Paper presented at the 67th annual conference of the Academy of Management, Philadelphia, PA.
21. Ehrhart, K. H., Witt, L. A., & Schneider, B. (2007, April). Who benefits more? Market segment as a moderator of the service climate-customer satisfaction link. In H. Liao (Chair), *Service Management around the Globe*. Symposium presented at the 22nd annual conference of the Society for Industrial and Organizational Psychology, New York, NY.
22. Chung-Herrera, B. G., Callahan, P., & Ehrhart, K. H. (2007, March). *Sending employees abroad: Issues to consider in international human resource management*. Paper presented at the meeting of the Academy of International Business—US Southwest Chapter, San Diego, CA.
23. Chung-Herrera, B. G., Ehrhart, K. H., Ehrhart, M. G., Solamon, J., & Kilian, B. (2006, May). *Do test preparation and strategies reduce the Black-White performance gap?* Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
24. Ehrhart, K. H., Roesch, S. C., Ehrhart, M. G., & Kilian, B. (2006, May). *Testing gender and ethnic factor structure equivalence of the IPIP*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
25. Ehrhart, K. H., Witt, L. A., & Schneider, B. (2006, May). Managing networked organizations: The role of internal service. In H. Liao (Chair), *Linkage research in customer service: connecting levels, stakeholders, and disciplines*. Symposium presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX. **Selected as a Special Sunday Session on "Crossing Disciplinary Borders."**

26. Mayer, D. M., Ehrhart, K. H., & Ziegert, J. C. (2006, May). The effects of cultural mistrust on diversity-related attributions and attraction. In C. M. Harold, & M. Horvath (Chairs), *Toward an understanding of the antecedents of initial organizational attraction*. Symposium presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
27. Witt, L. A., Ehrhart, K. H., & Schneider, B. (2006, May). *A mediation model of goal congruence, service climate, and outcomes*. Poster presented at the 21st annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX. **Selected for the Selected for the Featured Posters session at the All-Conference Reception (Top 20 posters at the conference).**
28. Spilka, S., Kilian, B., Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. (2006, April). Diversity-related attributions in response to web-based recruitment materials. Poster presented at the 86th annual conference of the Western Psychological Association, Palm Springs, CA.
29. Wong, K. J., Adams, T. L., & Ehrhart, K. H. (2006, April). Perceived person-job and person-organization fit predicting work attitudes. Poster presented at the 86th annual conference of the Western Psychological Association, Palm Springs, CA.
30. Chung-Herrera, B. G., Ehrhart, M. G., Ehrhart, K. H., Hattrup, K., & Solamon, J. (2005, August). *A new vision of stereotype threat: Testing its effects in a field setting*. Paper presented at the 65th annual conference of the Academy of Management, Honolulu, HI.
31. Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. (2005, August). What a tangled web we weave: The intersection of technology and diversity on applicant attraction. In D. G. Allen (Chair), *The role of technology in acquiring human capital in the 21st century*. Symposium presented at the 65th annual conference of the Academy of Management, Honolulu, HI.
32. Nishii, L. H., Ehrhart, K. H., Taylor, M., & Kono, T. (2005, August). *Cultural influences on service failure and recovery: Implications for HRM*. Paper presented at the 65th annual conference of the Academy of Management, Honolulu, HI.
33. Ehrhart, K. H., Mayer, D. M., & Ziegert, J. C. (2005, April). Web-based recruitment: exploring the effects of website content and characteristics. In K. H. Ehrhart, D. M. Mayer, & J. C. Ziegert (Chairs), *Where recruitment is @: Current approaches to web-based attraction research*. Symposium conducted at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
34. Makransky, G., & Ehrhart, K. H. (2005, April). *Personality and vocational interests predicting person-job and person-vocation fit*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
35. Mayer, D. M., Ziegert, J. C., & Ehrhart, K. H. (2005, April). *Integrating applicant attraction and organizational justice: an uncertainty-based perspective*. Poster presented at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

36. Ziegert, J. C., Ehrhart, K. H., & Mayer, D. M. (2005, April). Do perceptions mirror reality? Examining conceptualizations and measurements of fit. In R. E. Ployhart & C. M. Harold (Chairs), *Elucidating "this thing called fit:" toward a multidimensional approach*. Symposium conducted at the 20th annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
37. Ziegert, J. C., & Ehrhart, K. H. (2004, August). *A theoretical framework and guide for future research on applicant attraction*. Paper presented at the 64th annual conference of the Academy of Management, New Orleans, LA.
38. Ehrhart, K. H. (2003, April). *Antecedents of person-job fit: Job characteristic beliefs and personality*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
39. Frericks, L., Ehrhart, K. H., & O'Connell, M. S. (2003, April). *Computer anxiety and test performance: Comparing selection test formats*. Poster presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
40. Ehrhart, K. H. (2002, August). Employee-customer relationships in the context of e-service. In S. S. Webber & S. C. Payne (Chairs), *The ties that bind: Employee - customer relationships*. Symposium conducted at the 62nd annual conference of the Academy of Management, Denver, CO.
41. Ehrhart, K. H., Ehrhart, M. G., & Schneider, B. (2001, April). There's more to life than service climate: Service climate in context. In R. De Shon (Chair), *The impact of workplace climate on organizational outcomes: A tale of two levels*. Symposium presented at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
42. Hayes, S. C., Ployhart, R. E., & Ehrhart, K. H. (2001, April). Using attributions to understand the effects of explanations on applicant reactions. In R. E. Ployhart & D. M. Truxillo (Chairs), *Presenting selection information to applicants: Theoretical and practical implications*. Symposium presented at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
43. Raver, J. L., Gelfand, M. J., & Ehrhart, K. H. (2001, April). *Cross-cultural research: Judgment calls, rival hypotheses, and potential solutions*. Poster presented at the 16th annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
44. Ehrhart, M. G., Holcombe, K. M., Hayes, S. C., & Schneider, B. (2000, August). Service climate, service culture, and service-related outcomes. In J. U. Dietz & S. D. Pugh (Chairs), *A new time in service research: Moving beyond main effects and isolated theoretical perspectives*. Symposium conducted at the 60th annual conference of the Academy of Management, Toronto, ON.

45. Holcombe, K. M., Ehrhart, M. G., & Schneider, B. (1999, October). *The identification and development of leadership potential in adolescence*. Paper presented at the 1st annual conference of the International Leadership Association, Atlanta, GA.
46. Ehrhart, M. G., Holcombe, K. M., & Schneider, B. (1999, May). *Leadership in adolescence: Comparing peer and teacher perspectives*. Poster presented at the 14th annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
47. Gelfand, M. J., Nishii, L., Dyer, N., Holcombe, K. M., Ohbuchi, K., & Fukumo, M. (1998, June). *Cultural influences on cognitive representations of conflict: Interpretations of conflict episodes in the United States and Japan*. Paper presented at the 11th annual conference of the International Association of Conflict Management, College Park, MD.
Best Empirical Paper award.
48. Holcombe, K. M., Ehrhart, M. G., & Schneider, B. (1998, April). Growing leaders: The adolescent years. In D. Campbell (Chair), *Seasons of a leader's life*. Symposium conducted at the 13th annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
49. Holcombe, K. M., & Ratzlaff, M. (1995, March). *Prediction of college success from academic and personality variables*. Paper presented at the 75th annual conference of the Western Psychological Association, Los Angeles, CA.

TEACHING

Courses Taught: Undergraduate level

- UCF = University of Central Florida; SDSU = San Diego State University; UMCP = University of Maryland, College Park
1. Strategic Human Resource Management (MAN 3301, UCF)
 2. Conflict Resolution and Negotiation (MAN 4441, UCF)
 3. Human Resources Recruitment and Selection (MAN 4320, UCF)
 4. Essentials of Human Resource Management (MAN 3302, UCF)
 5. Human Resource Management (MGT 352, SDSU)
 6. International Human Resource Management (MGT 466, SDSU)
 7. Performance Management (MGT 463, SDSU)
 8. Industrial and Organizational Psychology (PSY 319, SDSU)
 9. Organizational Psychology (PSY 321, SDSU)
 10. Psychological Testing and Measurement (PSY 370, SDSU)
 11. Survey of Industrial/Organizational Psychology (PSYC 361, UMCP)

Courses Taught: Master's level

- UCF = University of Central Florida; SDSU = San Diego State University
1. Human Resources Management (MAN 6305, UCF)
 2. Organizational Behavior and Development (MAN 6245, UCF)
 3. Organizational Behavior for Executives (B A 601, SDSU)

4. International Human Resource Management (MGT 672, SDSU)
5. Seminar in Organizational Psychology (PSY 622, SDSU)

Awards

1. Quality Blended Course Designation for MAN 3301 from UCF Center for Distributed Learning (2021)
2. Recognition in UCF's Affordable Instructional Materials (AIM) Initiative (2020, 2021, 2022)
3. Mini-grant recipient, Center for Teaching and Learning, San Diego State University (2015)
4. Faculty Honoree, "Quest for the Best" Vice Presidential Student Service Award, San Diego State University (2007).
5. Outstanding Faculty Award, San Diego State University Chapter of the Mortar Board National Honor Society (2006).
6. Nominee, Exemplary Academic Advising Award, Graduate Advisor category, San Diego State University (2006).

Student Theses and Special Study Projects

University of Central Florida (2017-present)

Special Study Projects Directed: Graduate Students

1. Krystyn Ramdial and Maria Campbell (Summer 2018). *Talent management solution: Cultural implications in global talent management.*

San Diego State University (2001-2017)

Master's Theses Chaired:

1. Katie Hopkins Wilson, Department of Psychology. Thesis defended 11/6/09
A policy capturing study of organizational characteristics, website aesthetics, and individual differences predicting organizational attraction in a web-based setting.
2. Tiffany Adams, Department of Psychology. Thesis defended 7/18/07
The effects of gender on the perceived effectiveness of applicant impression management tactics.
3. Joanna Jensen, Department of Psychology. Thesis defended 6/27/07
An assessment of reactions to 360 degree feedback.
4. Tomoe Kono, Department of Psychology. Thesis defended 10/13/06
Examining the impact of the national origin of a leader on implicit leadership theories in Japan and the U.S.

Thesis results presented at the 2008 Academy of Management conference.

5. Britta Kilian, Exchange student from University of Mannheim (Germany). Thesis completed 1/13/06
Company familiarity and website aesthetics as antecedents of organizational attraction in a web-based recruitment context: Exploring cultural variables as potential moderators.
6. Jonathan Kochik, Department of Psychology. Thesis defended 8/19/05
The moderating effects of individual-level cultural values on the relationship between procedural justice dimensions and attitudinal outcomes.
7. Erica Anderson, Department of Psychology. Thesis defended 5/4/05
The effects of individual and organizational characteristics on applicant fit and organizational attraction.
8. Quinn Sanders, Department of Psychology. Thesis defended 12/6/04

- Person-organization fit: The role of personality.*
9. Guido Makransky, Department of Psychology. Thesis defended 3/23/04
Antecedents of person-environment fit: The role of personality and vocational interest in predicting person-job and person-vocation fit.
Nominated for the Department of Psychology Rebecca Bryson-Kissinger thesis award; Thesis results presented at the 2005 Society for Industrial and Organizational Psychology conference; Thesis results published in *Journal of Career Assessment* (2007).
 10. Melinda Boyd, Department of Psychology. Thesis defended 3/10/04
The role of individual differences and organization characteristics in predicting attraction to organizations.
 11. David Siracusa, Interdisciplinary Studies. Thesis defended 5/20/03
An overview of a comprehensive soccer program.
 12. Karin Anell, Department of Psychology. Thesis defended 3/3/03
Perceptions on leadership: Cultural and individual differences.
Nominated for the Department of Psychology Rebecca Bryson-Kissinger thesis award.
 13. Lailani Frericks, Department of Psychology. Thesis defended 7/12/02
The role of computer anxiety in selection test performance.
Thesis results presented at the 2003 Society for Industrial and Organizational Psychology conference.

Membership on Master's Thesis Committees

1. Noelle Devlin, Department of Psychology. Thesis defended 4/24/17:
Gender role stereotyping in organizations: An exploration of the perceptions of followers.
2. Leah Bressler, Department of Psychology. Thesis defended 7/26/16
The moderating effects of organizational environment on the relationship between gender and OCB role definitions.
3. Alexa Young, Department of Psychology. Thesis defended 7/19/16
The implications of leader-follower congruence on co-production of leadership beliefs for leader and follower outcomes.
4. Lacey Wilson, Department of Psychology. Thesis defended 12/17/14
An examination of the moderating effects of work centrality on the relationships between person-group fit and work-related outcomes.
5. Olivia Bustamante, Department of Psychology. Thesis defended 4/20/12
Realistic online recruitment: Does the source matter?
6. Nichole Miller, Department of Psychology. Thesis defended 12/16/11
Emotional intelligence and academic performance: An evaluation of moderated effects.
7. Susan Drobka, Department of Psychology. Thesis defended 5/17/11
A longitudinal study of proactivity during socialization.
Thesis results presented at the 2012 Society for Industrial and Organizational Psychology conference
8. Stephanie McGinty, Department of Psychology. Thesis defended 5/5/11
Intercultural effectiveness and personality as predictors of performance in multicultural workers.
9. Varun Sharma, Department of Information and Decision Systems. Thesis approved 8/12/10
Border security readiness assessment and maturity model.
10. Sean Foley, Department of Psychology. Thesis defended 6/23/10
New employee orientation: The benefits of role information.

11. Lindsay Palmer, Department of Psychology. Thesis defended 4/22/10
Organizational citizenship behavior and role stress: The moderating effects of individual differences.
12. Brandon Roberts, Department of Psychology. Thesis defended 5/20/09
A cross-cultural model of climate strength.
13. Stephen Vong, Department of Psychology. Thesis defended: 4/29/09
Gender and organizational citizenship behavior: An implicit association approach.
Thesis results presented at the 2010 Society for Industrial and Organizational Psychology conference
14. L. Taylor Peyton, Department of Psychology. Thesis defended 5/29/08
Emotional deviance in service employees: The influence of individual differences and perceived job stress.
Thesis results presented at the 2009 Society for Industrial and Organizational Psychology conference;
Thesis results presented at the 2008 SDSU Student Research Symposium.
15. Alice Wastag, Department of Psychology. Thesis defended 5/16/08
Validity evidence linking polychronicity with time urgent behaviors.
16. Chad Barrett, Department of Psychology. Thesis defended 12/10/07
Evaluating the relationship between the 5-factor model and religious orientation.
17. Karen Marks Torres, Department of Psychology. Thesis defended 10/17/07
Drivers of upward safety communication.
Thesis results presented at the 2008 Society for Industrial and Organizational Psychology conference.
18. Kristin Carpenter Graner, Department of Psychology. Thesis defended 2/9/07
Examining motivation for training and development opportunities to predict differences in organizational attraction, organizational commitment, and job satisfaction in Generation Xer and Baby Boomer employees.
19. Hayley Isaacs, Department of Psychology. Thesis defended 3/29/06
Customer service performance: The effects of support, emotion regulation strategy, and empowerment.
Winner of the Department of Psychology Rebecca Bryson-Kissinger thesis award.
20. C.J. Mohammed, Department of Psychology. Thesis defended 4/22/05
Manager-subordinate demographic similarity and work outcomes: An examination of possible moderators.
Nominated for the Department of Psychology Rebecca Bryson-Kissinger thesis award;
Thesis results presented at the 2006 Society for Industrial and Organizational Psychology conference.
21. David Rozanski, Department of Psychology. Thesis proposal defended 2/8/05
Experience and helping behavior in the workplace from an interpersonal perspective.
22. Michael Smith, Department of Psychology. Thesis defended 10/5/04
Comparing three approaches to assessing person-job fit within a personnel selection context.
23. Kristen Miller, Department of Psychology. Thesis defended 4/29/04
Follower developmental level and preferences for transformational leadership.
24. Kevin Sears, Department of Psychology. Thesis defended 10/20/03
An integrated safety model: Understanding the impact of leadership.
Nominated for the Department of Psychology Rebecca Bryson-Kissinger thesis award;
Thesis results presented at the 2005 Society for Industrial and Organizational Psychology conference.

25. Nicole Zabatta, Department of Psychology. Thesis defended 6/2/03
Motivation-by-ability interaction and job performance: An expanded model.
26. Lara Bellardita, Department of Psychology. Thesis defended 12/16/02
The role of self-efficacy in a job-readiness training program.
27. Shira Brill, Department of Psychology. Thesis defended 6/7/02
The effects of group sex composition and task gender orientation on collective efficacy and group performance.

Special Study Projects Directed or Co-Directed: Graduate Students

1. Sarah Aronsohn, Jon Bender, David Caron, and Susan Lu (B A 795, Summer 2012): *LAZ Parking.*
2. Shreyas Bhatt, Ramaswamy Chockalingam, Rahul Sachdev, and Tim Wernicke (B A 795, Fall 2009): *Claudia Walker & Associates: Consulting report on an analysis of staffing trends in industries prominent in Southern California.*
3. Nanette Allen and Ellen Li (MGT 790, Spring 2007): *Dragon in transformation - An analysis of changing performance management in the Chinese workforce.*
4. Yi Sun (MGT 790, Fall 2006): *The big five personality dimensions and their application to young entrepreneurs in the People's Republic of China.*
5. Karen Marks (PSY 797, Fall 2005 & Spring 2006): *Culture and organizations.*
6. Britta Killan (PSY 797, Fall 2004): *Culture and organizations.*
7. Tomoe Kono (PSY 797, Fall 2004): *Culture and organizations.*
8. Jonathan Kochik (PSY 797, Fall 2003): *Culture and service jobs.*
9. Julia Brautigam (PSY 797, Fall 2003): *Culture and service jobs.*
10. Erica Anderson (PSY 797, Fall 2003): *Culture and service jobs.*
11. Quinn Sanders (PSY 797, Fall 2002): *Person-job fit research.*
12. Karin Anell (PSY 797, Spring 2002 & Fall 2002): *Service jobs (Spring 2002) and Organizational entry (Fall 2002).*

Special Study Projects Directed: Undergraduate Students

1. Samantha Spilka (PSY 499, Spring 2005, Fall 2005, & Spring 2006): *Culture and organizations.*
2. Jessica Velasco (PSY 497, Fall 2004): *Person-environment fit.*
3. Kristen Wong (PSY 499, Fall 2004, Spring 2005, & Fall 2005): *Culture and organizations.*
4. Julianne St. John (PSY 499, Fall 2004 & Spring 2005): *Culture and organizations.*
5. Diana Bull (PSY 499, Summer 2004 & Fall 2004): *Culture and organizations.*
6. Odilia McLeod (PSY 499, Spring 2004): *Culture and organizations.*
7. Randi Allen (PSY 499, Spring 2004 & Fall 2004): *Culture and organizations.*
8. Lauree Tolen (PSY 499, Fall 2003 & Spring 2004): *Culture and service jobs.*
9. Laura Lopez (PSY 499, Fall 2003 & Spring 2004): *Culture and service jobs.*
10. Tomoe Kono (PSY 499, Fall 2003): *Culture and service jobs.*
11. Kristen Bird (PSY 499, Spring 2003 & Fall 2003): *Culture and service jobs.*
12. Christopher Donovan (PSY 499, Spring 2003): *Organizational entry.*
13. Penny DeBloom (PSY 499, Fall 2002 & Spring 2003): *Culture and service jobs.*
14. Karen Posner (MGT 401, Fall 2002): *Internship for undergraduate Management major.*

SERVICE ACTIVITIES

Service to the Profession

Editorial Board member

Journal of Service Management, OB/HRM/Strategy panel (2015-2017)

Ad hoc reviewer (various years)

Grant agency

National Science Foundation

Journals

Applied Psychology: An International Review, Basic and Applied Social Psychology, Business & Society, European Journal of Work and Organizational Psychology, Journal of Applied Psychology, Journal of Management, Journal of Managerial Psychology, Journal of Service Management, Journal of Vocational Behavior, The Spanish Journal of Psychology

Textbook publishers

McGraw-Hill, Pearson, Prentice Hall, Sage Publications, Wadsworth/Thomson Learning

Committee member

All-Academy theme committee, Academy of Management (2019)

Program review committee, Society for Industrial and Organizational Psychology (2002-2005, 2009, 2011, 2013-2016)

Nominations and elections committee, San Diego I/O Professionals (2008, 2009)

Awards committee, Society for Industrial and Organizational Psychology (2003-2004)

Science Student Council, American Psychological Association (1997-1999)

Service to the University

University of Central Florida (2017-present)

Department Representative, UCF Undergraduate Research Council (2018-present)

Department Representative, College of Business Teaching Committee (2020-2022)

Member, Instructor/Lecturer Promotion Committee for Sports Business Management (2022)

Participant, Classroom response system focus group (2021)

Participant, First Day textbook program focus group (2021)

Participant, Welcome to the Majors advising event (2019)

Participant, Integrated Business Department faculty hiring process (2018)

Panelist, College of Business AACSB accreditation visit (2018)

San Diego State University (2001-2017)

Committee Chair

Graduate Committee, College of Business Administration (2015-2017; member of this committee from 2007-2017)

Assessment Committee, Management Department (2015-2017; member of this committee from 2014-2017)

Graduate Curriculum Committee, Management Department (2014-2017; member of this committee from 2009-2017)

Peer Review Subcommittee to Review Sabbatical Applications, Management Department (2012)

Committee Member

Student Success Fee Committee, College of Business Administration (2015, 2016)
 SDSU Student Research Symposium Committee, College of Business Administration (2008)
 Governance Committee, Management Department (2013-2017)
 Peer Review Committee, Management Department (2009-2017)
 OB/HR Committee, Management Department (2007-2017)
 Peer Review Subcommittee to Review Lecturers, Management Department (2010, 2012, 2015, 2016)
 Faculty Search Committee, Organizational Behavior, Management Department (2013, 2015)
 Faculty Search Committee, Business Ethics/Corporate Governance, Management Department (2014)
 Ph.D. Committee, Management Department (2007-2009)
 Masters Committee, Psychology Department (2002-2006)
 Selection Committee for the Rebecca Bryson-Kissenger Award, Psychology Department (2005)
 Ad Hoc Committee to Review the Undergraduate Methods and Quantitative Curriculum, Psychology Department (2003-2004)
 Selection Committee for the Outstanding Student Award, Psychology Department (2004)
 Selection Committee for the Parker Award, Psychology Department (2002)

Advisor

MBA Program, College of Business Administration (2011-2017)
 Society for Human Resource Management, SDSU Chapter (2009-2015)
 MSBA Human Resource Management Program, College of Business Administration (2007-2011)
 Applied Psychology Student Association, Psychology Department (2001-2003)

Other Service

Judge, SDSU Student Research Symposium (2008-2013, 2015-2016)
 Co-Director for Scholarships and Awards, SDSU chapter of Phi Kappa Phi Honor Society (2008-2017)
 Area Coordinator, Committee to Support Lecturers, Management Department (2012-2017)
 Participant, Academic Review of Management Department (2008, 2013)
 Judge, College of Sciences Undergraduate Research Symposium (2002)
 Participant, External Review of SDSU Center for International Business Education and Research (2010)
 Ad hoc reviewer, SDSU Center for International Business Education and Research grant proposal (2007)
 Judge, Psychology Student Research Conference (2003)
 Participant, Academic Review of Psychology Department (2005)
 Participant, Industrial/Organizational Psychology faculty hiring process (2005)
 Participant, Clinical psychology faculty hiring process (2005)
 Participant, Social psychology faculty hiring process (2002, 2005)
 Participant, Behavioral Neuroscience faculty hiring process (2004)
 Participant, Psychology Department Undergraduate Advisor hiring process (2002)