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College of Business
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EDUCATION

B. S.	1976	Central Michigan University	1973-1976
M. A.	1978	Central Michigan University	1976-1978
Ph.D.	1982	Virginia Polytechnic Institute and State University	1979-1982

Research and Teaching Interests

Management
Human Resource Management
Performance Management
Fairness and Employee Well Being
Personnel Selection and Training

PROFESSIONAL EXPERIENCE

Teaching & Professional Positions

Professor & Chair, Dept. of Management, University of Texas at San Antonio, 2006 - present

Full Professor, Department of Management, Arizona State University, 1994 – 2006.

Editor and co-founder, *Journal of Quality Management*, 1996 – 2001.

Adjunct Professor at U. of Tennessee at Knoxville, 1999 – 2000.

Lincoln Center for Applied Ethics Scholar, 1995 - 1999.

Associate Professor, Department of Management, Arizona State University,
August 1988-1994.

Assistant Professor of Organization and Human Resources
State University of New York at Buffalo
August 1982 – 1988

Instructor
Central Michigan University
August 1977 - July 1978

Courses Taught

Management
HRM & Services Marketing
Human Resource Management
Performance Appraisal
Performance Management
Selection
Contemporary Industrial Relations Issues
Independent Studies
Current Issues in Human Resource Management
Quality & HRM
Micro & Macro Cognition

Dissertation Committees

Thomas Keefe (Chair, completed 1988)
James Brakefield (Outside Member, completed August, 1989)
Cynthia Sutton (Chair, completed 1993)
Gregory Stewart (Member, completed 1993)
Fanny Caranikas-Walker (Chair, completed 1994)
Cynthia Fossem (Member, completed, 1994)
Arden Grabke (Member, completed, 1995)
Susan King (Member, completed, 1995)
James Carey (Chair, completed, 1996)
Lauren Baumann (Member, completed, 2000)
T.T. Selvarajan (Chair, completed, 2000)
Ron Kuntze (Member, completed, 2000)
Jesus Alsua (Member, completed, 2002)
Rob Delcampo (Member, completed, 2004)
Sandra Solomon (Member, completed, 2006)
Pam Wirojangud (Member, completed, 2005)
Denise Sweeney (Member, completed, 2007)
Leticia Andrade (Member, Completed, 2007)
Robert Griffeth (Member, Completed, 2012)
Deandra Travis (Co-Chair, Completed, 2013)
Jermaine Vesey (Co-Chair, Completed, 2014)
Christopher Langford (Chair, Completed 2015)
Nicole Hess-Escalante (Co-Chair, Completed, 2015)

RESEARCH

A. Journal Articles

- Cardy, R.L. (2015). Informal and formal Performance management: Both are needed. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 8, 108-111.
- Cardy, R.L., & Lengnick-Hall, M. (2011). Will they stay or will they go? Exploring a Customer-Oriented Approach to Employee Retention. *Journal of Business and Psychology*, 26, 213-217.
- Caranikas-Walker, F., Goel, S., Gomez-Mejia, L., Cardy, R.L., & Rundell, A.G. (2008). An empirical investigation of the role of subjective performance assessments versus objective performance indicators as determinants of CEO compensation. *Management Research*, 6, 7-26.
- Cardy, R.L., Miller, J.S., & Ellis, A.D. (2007). Employee equity: Towards person-based approach to HRM. *Human Resource Management Review*, 17, 140-151.
- Wirojanagud, P. Gel, E.S., Fowler, J.W., & Cardy, R.L., (2007). Modeling inherent worker differences for workforce planning. *International Journal of Production Research*, 45, 525-553.
- Cardy, R.L., & Selvarajan, T.T. (2006). Assessing ethical behavior: the impact of outcomes on judgment bias. *Journal of Managerial Psychology*, 21, 52-72.
- Cardy, R.L., & Selvarajan, T.T. (2006). Competencies: Alternative frameworks for competitive advantage. *Business Horizons*, 49, 235-245.
- Clark, M.A., Amundson, S.D., & Cardy, R.L. (2002). Cross-functional team decision-making and learning outcomes: A qualitative illustration. *Journal of Business and Management*, 8, 217-236.
- Cardy, R.L., Gove, S., & DeMatteo, J. (2000). Dynamic and customer oriented workplaces: Implications for HRM practice and research. *Journal of Quality Management*, 5, 159-186.
- Miller, J.S., and Cardy, R.L. (2000). Self-monitoring and performance appraisal: Rating outcomes in project teams. *Journal of Organizational Behavior*, 21, 609-626.
- Miller, J.S. and Cardy, R.L. (2000). Technology and managing people: Keeping the "Human" in human resources. *Journal of Labor Research*, 21, 447-461.
- Cardy, R.L., Sutton, C.L., Carson, K.P., & Dobbins, G.H. (1998). Person and system effects in performance appraisal: Ratings as a function of the degree of performance responsibility and errorfulness. *Journal of Quality Management*, 3, 79-99.
- West, M., & Cardy, R.L. (1997). Feigning disability: Management implications of abuse of the ADA. *Human Resource Management Review*, 7, 233-246.
- Stewart, G.L., Carson, K.P., & Cardy, R.L. (1996). The joint effects of conscientiousness and self-leadership training on employee self-directed behavior in a service setting. *Personnel Psychology*, 49, 143-164.

- Cardy, R.L., & Dobbins, G.H. (1996). Human resource management in a total quality organizational environment: Shifting from a traditional to a TQHRM approach. *Journal of Quality Management, 1*, 5-20.
- Cardy, R.L., & Carson, K.P. (1996). Total quality and the abandonment of performance appraisal: Taking a good thing too far? *Journal of Quality Management, 1*, 193-206.
- Cardy, R.L., Dobbins, G.H. & Carson, K.P. (1995). TQM and HRM: Improving performance appraisal research, theory, and practice. *Canadian Journal of Administrative Sciences, 12*, 106-115.
- Cardy, R.L., & Dobbins, G.H. (1995). Human resources, high technology, and a quality organizational environment: Research agendas. *Journal of High Technology Management Research, 6*, 261-279.
- Cardy, R.L., & Keefe, T.J. (1994). Organizational purpose and evaluative articulation in frame-of-reference training: The effects of alternative processing modes on rating accuracy. *Organizational Behavior and Human Decision Processes, 57*, 338-357.
- Dobbins, G.H., Cardy, R.L., Fecteau, J.D., & Miller, J.S. (1993). Implications of situational constraints on performance evaluation and performance management. *Human Resource Management Review, 3*, 105-128.
- Carson, K.P., Cardy, R.L., & Dobbins, G.H. (1992). Upgrade the employee evaluation process. *HR Magazine*, November, 88-92.
- Article reprinted in *Survey of Business* (A University of Tennessee at Knoxville publication disseminated to upper executives and businesses in the state of Tennessee).
- Cardy, R.L., & Krzystofiak, F.J. (1991). Interfacing high technology operations with blue-collar workers: Selection and appraisal in a computerized manufacturing setting. *Journal of High Technology Management Research, 2*, 193-210.
- Cardy, R. L., & Karodi, C. (1991). Nurse appraisal systems: Characteristics and effectiveness. *Social Science and Medicine, 32*, 553-558.
- Carson, K.P., Cardy, R.L., & Dobbins, G.H. (1991). Performance appraisal as effective management or deadly management disease: Two initial empirical investigations. *Group and Organization Studies, 16*, 143-159.
- Cardy, R.L. (1991). The applied value of laboratory research. *Management Communication Quarterly, 5*, 111-119.
- Cardy, R.L. (1991). Contextual variables in laboratory and field research: Theoretical importance vs. theoretical meaningfulness. *Management Communication Quarterly, 5*, 240-246.
- Dobbins, G.H., Cardy, R.L., & Platz-Vieno, S.J. (1990). A contingency approach to appraisal satisfaction: An initial investigation of the joint effects of organizational variables and appraisal characteristics. *Journal of Management, 16*, 619-632.

- Krzystofiak, F.J., Cardy, R.L., & Newman, J.M. (1988). Implicit personality and performance appraisal: The influence of trait inferences on evaluation of behavior. *Journal of Applied Psychology, 73*, 515-521.
- Dobbins, G.H., Cardy, R.L., & Truxillo, D.M. (1988). The effects of individual differences in stereotypes of women and purpose of appraisal on sex differences in performance ratings: A laboratory and field study. *Journal of Applied Psychology, 73*, 551-558.
- Cardy, R.L., Bernardin, H.J., Senderak, M.P., Taylor, K., & Abbott, J.G. (1987). The effects of individual performance schemata and dimension familiarization on rating accuracy. *Journal of Occupational Psychology, 60*, 197-205.
- Cardy, R.L., & Dobbins, G.H. (1986). Affect and appraisal accuracy: Liking as an integral dimension in evaluating performance. *Journal of Applied Psychology, 71*, 672-678.
- Becker, B.E. & Cardy, R.L. (1986). The influence of halo error on appraisal effectiveness: A conceptual and empirical reconsideration. *Journal of Applied Psychology, 71*, 662-671.
- Dobbins, G.H., Cardy, R.L., & Truxillo, D.M. (1986). The effects of rater sex, ratee sex and purpose of appraisal on the accuracy of performance evaluations. *Basic and Applied Social Psychology, 7*, 225-241.
- Newman, J.M., Krzystofiak, F.J., & Cardy, R.L. (1986). The role of job behavior in the formation of appraisal ratings. *Basic and Applied Social Psychology, 7*, 277-293.
- Cardy, R.L., & Kehoe, J.F. (1984). Rater selective attention ability and appraisal effectiveness: The effect of a cognitive style on the accuracy of differentiation among ratees. *Journal of Applied Psychology, 69*, 589-594.
- Bernardin, H.J., & Cardy, R.L. (1982). Appraisal accuracy: The ability and motivation to remember the past. Invited paper. *Public Personnel Management, 2*, 352-357.
- Bernardin, H.J., Cardy, R.L., & Carlyle, J.J. (1982). Cognitive complexity and appraisal effectiveness: Back to the drawing board? *Journal of Applied Psychology, 67*, 151-160.

B. Books/Edited Books

- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2016). *Managing human resources, 8th edition*. Englewood Cliffs, NJ: Prentice-Hall.
- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2012). *Managing human resources, 7th edition*. Englewood Cliffs, NJ: Prentice-Hall.
- Cardy, R.L., Leonard, B. (2011). *Performance Management: Concepts, Skills, And Exercises, 2nd edition*. Armonk, NY: M. E. Sharp.
- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2009). *Managing human resources, 6th edition*. Englewood Cliffs, NJ: Prentice-Hall.

- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2008). *Personnel Management*. Englewood Cliffs: Prentice-Hall. Dutch translation of 5th edition.
- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2006). *Management 3rd edition*. New York.: McGraw-Hill.
- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2006). *Managing Human Resources, 5th edition*. Englewood Cliffs, NJ: Prentice-Hall.
- Cardy, R.L. (2004). *Performance Management: Concepts, Skills, and Exercises*. Armonk, N.Y.: M. E. Sharpe.
- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2004). *Management 2nd edition*. New York.: McGraw-Hill.
- Gomez-Mejia, L., Balkin, D., & Cardy, R.L. (2004). *Managing Human Resources, 4th edition*. Englewood Cliffs, NJ: Prentice-Hall.
- Cardy, R.L., & Dobbins, G.H. (1994). *Performance appraisal: A consideration of alternative perspectives*. Cincinnati, OH: South-Western Publishing Co.
- Meindl, J.M., Cardy, R.L., & Puffer, S.M. (Eds.) (1991). *Advances in information processing in organizations: Volume 4*, JAI Press, Inc.
- Cardy, R.L., Puffer, S.M., & Newman, J.M. (Eds.). (1988). *Advances in information processing in organizations. Volume 3: The cross-functional linkage of basic and applied research*. JAI Press, Inc.
- B. Chapters**
- Cardy, R.L., & Selvarajan, T.T. (In Press). Management Interventions. *Handbook of Industrial, Work, and Organizational Psychology*. (vol. 2). Sage.
- Cardy, R.L., & Miller, J.S. (2006). Performance management in small and high growth companies. Henemea & J. Tansky, Eds). *Human Resource Strategies for the High Growth Entrepreneurial Firm*. Information Age.
- Cardy, R.L., & Selvarajan, T.T. (2006). Beyond rhetoric and bureaucracy: Using HRM to add ethical value. In R. Giacalone, C. L. Jurkiewicz, & J. Deckop (Eds.). *Human Resource Management Ethics*. Information Age.
- Cardy, R.L., & Miller, J.S. (2006). EHR and performance management: A consideration of positive potential and the dark side. Chapter in H.G. Gueutal & D.L. Stone The Impact of Information Technology on I/O: The Brave New World of eHR, SIOP Professional Practice Series, Jossey' Bass.

- Cardy, R.L., & Miller, J.S. (2003). Technology: Implications for HRM. In E. Salas & D. Stone (Eds.). *Advances in Human Performance and Cognitive Engineering Research*, 3, 99-117.
- Cardy, R.L. (2002). HRM and the virtual workplace: Some concluding observations and future directions. In Heneman, R. L., & Greenberger, D. B. (Eds.). *Human Resource Management in Virtual Organizations*, 345-364.
- Cardy, R.L., & Selvarajan, T.T. (2002). Management interventions. In Ones, D. (Ed.), *International Handbook of Work and Organizational Psychology*. London, Sage Publications.
- Cardy, R.L., & Stewart, G. (1998). Quality and teams: Implications for HRM theory and research. In S. Ghosh and D.B. Fedor (Eds.), *Advances in the Management of Organization Quality*, 3, 89-120. Greenwich, CT: JAI Press.
- Cardy, R.L. (1998). Performance appraisal and quality: A new look at an old problem. Chapter in Professional Practice Series book, *Performance appraisal: State of-the-art in practice*. J.W. Smither (Ed.), Jossey-Bass, 132-162.
- Cardy, R.L., & Dobbins, G.H. (1995). Influences of liking in the appraisal and management of performance: Future research directions. *Advances in Managerial Cognition and Organizational Information Processing*, JAI Press, Inc., 5, 115-140.
- Dobbins, G.H., Cardy, R.L., & Carson, K.P. (1991). Examining fundamental assumptions: A contrast of person and system approaches to human resource management. In Ferris, G. R., & Rowland, K. M. (Eds.), *Research in Personnel and Human Resources Management* (9, 1-38). Greenwich, CT: JAI Press.

D. Columns/Newspaper & Magazine Articles/Media

- BYU Broadcasting June 24, 2015 on *Top of Mind with Julie Rose* - Interview on job applicant falsification.
- Texas Public Radio June 16, 2015 on *The source* – Interview on job applicant falsification.
- Cardy, R. L. (2014). Interview for story on organizational culture. *Retail Leader Magazine*.
- Cardy, R. L. (2014). Interview for story on performance management. *Retail Leader Magazine*.
- Cardy, R.L. (2012). Performance Management: Managing for Retention. Featured article *Personnel Testing Council of Metropolitan Washington Newsletter*, December.
- Cardy, R.L. (2006). Personal responsibility: What were once vices.... Feature article in the *Human Resource Division of the Academy of Management Newsletter*, Fall.
- Cardy, R. L. (2005). Making strategy a reality: HRM frameworks and strategy implementation. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXIX, Fall.

- Cardy, R.L. (2005). Brand em! HRM makes the brand real.. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXIX, Spring.
- Cardy, R.L. (2004). Ethics: Beyond rhetoric and bureaucracy. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXVIII, Fall.
- Cardy, R.L. (2004). Rethinking performance: Alternative concepts and measures. Feature article in *Human Resources Division of the Academy of Management Newsletter*, XXVIII, Spring.
- Cardy, R.L. (2003). Let's make a difference! Taking HRM out of the workplace. Feature article in *Human Resources Division of the Academy of Management Newsletter*, XXVIII, Fall.
- Cardy R.L. (2003). Employee Equity: A New Framework for HRM?. Feature article in *Human Resources Division of the Academy of Management Newsletter*, XXVII, Spring.
- Cardy R.L. (2002). At war! HRM in the military. Feature article in *Human Resources Division of the Academy of Management Newsletter*, XXVI, Fall.
- Cardy, R.L. (2002). Of computerization and reductionism: What about the big picture? Feature article in *Human Resources Division of the Academy of Management Newsletter*, XXVI, Spring.
- Cardy, R.L., & Miller, J.S. (2001). Practice and theory in the HR classroom. Feature article in *Human Resources Division of the Academy of Management Newsletter*, XXV, Spring.
- Cardy, R.L. (2001). HRM: Nice beat, no soul? Feature article in *Human Resources Division of the Academy of Management Newsletter*, XXV, Fall.
- Cardy, R.L. (2001). Employees as customers. *Marketing Management*, 10, 12-13.
- Cardy, R.L. & Miller, J.S. (2001). Practice and theory in the HR classroom. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXV, Spring.
- Cardy, R.L., & Miller, J.S. (2000). A customer-based approach to managing the two Rs. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXIV, Fall.
- Cardy, R.L. (2000). Considering the source. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXIV, Spring.
- Cardy, R.L. (1999). The new millennium: HRM trends and prognostications. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXIII, Fall.

- Cardy, R.L. (1999). HRM and customer service: How may we serve you? Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXIII, Summer.
- Cardy, R.L. (1998). It's all in how you frame it: HRM choices. Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXII, Fall.
- Cardy, R.L. (1998). What's happened to Quality? Feature article in *Human Resource Division of the Academy of Management Newsletter*, XXII, Summer.
- Cardy, R.L. (1997). Improving performance: Don't forget the system. Column in *Human Resources Division of the Academy of Management Newsletter*, XXII, Fall.
- Cardy, R.L. (1997). Process and outcomes: A performance management paradox? Column in *Human Resources Division of the Academy of Management Newsletter*, XXI, Summer.
- Cardy, R.L., & Dobbins, G.H. (1997). *Performance management*, Entry in L.H. Peters, S.A. Youngblood, & C.R. Greer (Eds.) *The Blackwell Dictionary of Human Resource Management*, 252-253.
- Cardy, R.L. (1997), *Graphic rating scale method of performance evaluation*. Entry in L. H. Peters, S. A. Youngblood, & C.R. Greer (Eds.) *The Blackwell Dictionary of Human Resource Management*, 132-133.
- Cardy, R.L. (1997), *Ranking method of performance evaluation*. Entry in L. H. Peters, S. A. Youngblood, & C. R. Greer (Eds.) *The Blackwell Dictionary of Human Resource Management*, 280.
- Cardy, R.L. (1996). Lighten up! The influence of humor in the workplace. Column in *Human Resources Division of the Academy of Management Newsletter*, XX, Fall.
- Cardy, R.L. & Miller, J.S. (1996). Help needed to close business education gap. *The Business Journal*, February 2.
- Cardy, R.L. & Stewart, G. (1996). HRM in a team context: Implications for practice and opportunities for research. *Column in Human Resources Division of the Academy of Management Newsletter*, XIX, Spring.
- Cardy, R.L. & Jennings, M.M. (1995). Legal issues & HRM: Who's in the driver's seat? Column in *Human Resources Division of the Academy of Management Newsletter*, XIX, Fall.
- Cardy, R.L. (1995). Politics and appraisal. Invited statement in discussion column in *The Industrial-Organizational Psychologist*, 33, 60-62.
- Cardy, R.L., & Dobbins, G.H. (1995). The future of HRM in organizations? *Human Resources Division of the Academy of Management Newsletter*, XVIII, Spring.

Cardy, R.L. & Dobbins, G.H. (1994). Validity vs. user reactions in selection: Where to draw the line? Column in *Human Resources Division of the Academy of Management Newsletter*, XVIII, Fall.

Cardy, R.L., & Dobbins, G.H. (1994). Business education & HRM: Closing the gap? Column in *Human Resources Division of the Academy of Management Newsletter*, XVII, Spring.

Cardy, R.L. & Dobbins, G.H. (1993). The changing face of performance appraisal: Customer evaluations and 360 appraisals. Column in *Human Resources Division of the Academy of Management Newsletter*, XVI, Spring.

Cardy, R.L. & Dobbins, G.H. (1993). Job Analysis in a dynamic environment. Column in *Personnel/Human Resources Division of the Academy of Management Newsletter*, XVI, Fall.

Cardy, R.L. (1992). Employee empowerment and HRM. Column in *Personnel/Human Resources Division of the Academy of Management Newsletter*, XV, Spring.

Cardy, R.L. (1991). TQM & HRM: Conflict or complement? Column in *Personnel/Human Resources Division of the Academy of Management Newsletter*, XV, Fall.

E. Papers in Proceedings

Cardy, R.L. & Lengnick-Hall, M.L. (2008). Employee retention: An exploratory field investigation of the employee equity model. *Proceedings of the Southern Management Association*.

Cardy, R.L., & Selvarajan, T.T. (2004). Ethical behavior and performance appraisal: Success excuses all. *Proceedings of the Southern Management Association*.

Cardy, R.L., & Selvarajan, T.T. (2004). Assessing ethical behavior: Development of a behaviorally anchored rating scale. *Proceedings of the southwest Academy of Management*.

Miller, J.S., and Cardy, R.L. (1999). Self-monitoring and multi-rater appraisal: A laboratory and field study. *Proceedings of the International Decision Sciences Institute*.

Clark, M.A., Amundson, S.D., & Cardy, R.L. (1997). Individual and organizational learning through cross functional teams. *Proceedings of the Decision Sciences Institute*.

Clark, M.A., Amundson, S.D., Cardy, R.L. (1997). Learning through cross-functional teams. *Proceedings of the Annual Meeting of the Decision Sciences Institute*, San Diego.

Cardy, R.L., & Sutton, C.L. (1996). Judgment type and mode: An accuracy comparison of global and dimensional ratings and rankings. *Proceedings of the Meeting of the Midwest Decision Sciences Institute*, South Bend, IN, April 1996.

Cardy, R.L., Dobbins, G.H., & Keefe, T.J. (1994). Rater Training and appraisal accuracy: An examination of the frame-of-reference approach. *Proceedings of the Eastern Academy of Management*, 82-85.

Cardy, R.L., & Krzystofiak, F.J. (1989). Computerized foundry operation in a blue collar setting: Selection and appraisal of blue collar workers. *Proceedings of the Second International Conference on Managing the High Technology Firm*, 252-256.

Krzystofiak, F.J., & Cardy, R.L. (1987). Innocent until proven guilty: The underlying cause of the differential accuracy phenomenon? *Best Paper Proceedings of the Academy of Management*, 269-273.

Cardy, R.L. (1987). Romance and harassment in the workplace: An empirical examination of management actions. *Proceedings of the Annual National Conference of the Council on Employee Responsibilities and Rights*, 63-67.

Cardy, R.L. & Krzystofiak, F.J. (1986). Correct behavior rated more accurately than incorrect? A reconsideration of the differential accuracy phenomenon. *Best Paper Proceedings of the Academy of Management*, 245-249.

Dobbins, G.H., Truxillo, D.M., & Cardy, R.L. (1985). The effects of attitudes toward women on performance evaluations: A laboratory and field study. In *Proceedings of the Southern Management Association*, 253-255.

Bernardin, H.J. & Cardy, R.L. (1981). Cognitive complexity in performance appraisal: It makes no nevermind. In K. Chung (Ed.) *Proceedings of the Academy of Management*, 1981, 306-310. Winner, Best Paper Award, Division of Personnel, Academy of Management.

E. Presentations

Cardy, R.L., & Sass D. H. (2015). Student retention: Application of the customer equity model. Paper presented at the 2015 Annual Meeting of the Academy of Management, August, Vancouver.

Vesey, J., & Vesey, W., & Cardy, R.L. (2014). Workplace accountability: Exploring the role of strong and weak accountability environments on employee effort and performance, Allied Academies International Conference, Las Vegas, NV.

Cardy, R.L., & Pan, L. (2014). Falsification in the Job Application: But are They Likable?, Southern Management Association, Savannah, GA.

Andrade, L. S., & Lengnick-Hall, M.L., & Cardy, R. L. (2011). Taking a customer-based approach to employee retention: Development and validation of the employee equity questionnaire, Annual Meeting of the Southern Management Association

- Cardy, R.L., & Lengnick-Hall, M.L., & Miller, J. S. (2010). Student retention: Applying a multi-level consumer-based approach to the university setting. Annual Meeting of the Southern Management Association, St. Petersburg, FL.
- Cardy, R.L., & Lengnick-Hall, M.L. (2008). Employee retention: An exploratory field investigation of the employee equity model. Paper presented at the 2008 Annual Meeting of the Southern Management Association, St. Pete Beach, FL.
- Cardy, R.L., & Suazo, M.M. (2007). Performance measures: Bandwidth versus Fidelity in Performance Management. Paper presented at the 2007 Annual Meeting of the Academy of Management in Buckley, M.R. symposium on Current Research Issue in performance Management.
- Ellis, A.D., Miller, J.S., & Cardy, R.L. (2007). Assessing Employee Equity: Preliminary Development of a Measure. Paper presented at the 2007 annual meeting of the Academy of Management in interactive session on Challenges in a Diverse Workforce.
- Cardy, R.L., Miller, J.S., & Ellis, A.D. (2007). Exploring the concept of a person-based approach to HRM. In D. Stone symposium, Critical Issues in Industrial and Organizational Psychology Research. Symposium accepted for presentation at the Annual Meeting of the Society for Industrial and Organizational Psychology.
- Cardy, R. L., & Ellis, A. (2006) Alternative performance frameworks: Directions for research and practice. Paper presented at the Annual meeting of the Society for Industrial and Organizational Psychology, Dallas.
- Cardy, R. L. (2005). Performance in today's organizations: Alternative frameworks and directions. Invited address presented at the Annual Institute of Behavioral and Applied Management Meeting, Scottsdale.
- Cardy, R.L., & Miller, J.S. EHR and performance management: Positive promise and negative potential. In D. Stone symposium on eHR. Paper presented at the Annual Academy of Management, 2005, Hawaii.
- Cardy, R.L., Miller, J.S., & Nifadkar, S. Customer driven HRM: A consideration of criteria. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, 2005, Los Angeles.
- Cardy R.L., & Miller, J.S. (2005) Performance management in small and high growth companies. In S. Mayson (chair) Small and entrepreneurial firms in the 21st century: At the intersection of HRM and entrepreneurship. Symposium presented at the Annual Meeting of the Academy of Management, Hawaii.
- Cardy, R.L. & Selvarajan, T.T. (2004). *Ethical behavior and performance appraisal: Success excuses all.* Paper presented at the Annual Meeting of the Southern Management

Association, San Antonio, TX.

Cardy, R.L., & Selvarajan, T.T. (2004). *Assessing ethical behavior: Development of a behaviorally anchored rating scale*. Paper presented at the Annual Meeting of the Southwest Academy of Management, Orlando, FL.

Selvarajan, T.T., & Cardy, R.L. (2003). *Ethical performance appraisal: The influence of schematic, attributional, and affective processes*. Paper presented at the Annual Meeting of the Academy of Management, Seattle.

Cardy, R.L., Miller, J.S., & Haynes, K. (2003). *Customer equity: A new framework for managing people?* Paper presented at the Annual Meeting of the Western Academy of Management, Palm Springs, CA.

Cardy, R.L. *Performance management in small, high growth companies*. Invited presentation at conference on Managing Human Resources in Small and Entrepreneurial firms: What are the Human Resource Issues? Held at the Fisher College of Business, The Ohio State University, February, 2003.

Wirojanagud, P., Ges, E.S., Fowler, J.W., Carlyle, N.M., & Cardy, R.L., (2002). *Modeling inherent worker differences for workforce planning*. Paper presented at the Annual INFORMS meeting, San Jose, CA.

Cardy, R.L., & Miller, J.S. (2002). *New directions for HRM: Values & Marketing*. Presentation at HRM doctoral consortium at the Annual Meeting of the Academy of Management, Denver, CO.

Miller, J.S., & Cardy, R.L. (2000). *Technology and managing people: Keeping the "human" in human resources*. In Cardy, R.L., & Miller, J.S. (Co-chairs) *Workplace trends: Implications for HRM*. Symposium presented at the Society for Industrial and Organizational Psychology 2000 Annual Conference.

Cardy, R.L., & Miller, J.S. (2000). *Customer equity and HRM: Exploring the potential for a new framework*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Inc., San Diego.

Miller, J.S., & Cardy, R.L. (1999). *Self-monitoring and multi-rater appraisal: A laboratory and field study*. Paper presented at the Decision Sciences Institute Fifth International Conference, Athens, Greece, July.

Cardy, R.L., & Selvarajan, T.T. (1999). *Competencies: Developing criteria for organizations of the 21st Century*. Paper presented at the Annual Western Academy of Management Conference, Redondo Beach, CA, March.

Cardy, R.L., Miller, J.S., and Selvarajan, T.T. (1999). *Perceived similarity and performance*

rating accuracy: A test of the criterial range model. Paper presented at the Annual Meeting of the Academy of Management, Chicago, IL.

Widmier, S., Jackson, D.W., & Cardy, R.L. (1998). *Attributions and customer evaluations of salespeople.* Paper presented at the *National Conference in Sales Management.*

Caranikas, F.C., Cardy, R.L., & Jennings, M.M. (1998). *Legal compliance and trust in human resource management: An exploratory investigation.* Paper presented at the Western Academy of Management Meeting, March, Portland.

Cardy, R.L., & Selvarajan, T.T. (1998). *Liking and performance: Integrality revisited.* Paper presented at the Annual Meeting of the Academy of Management, San Diego

Cardy, R.L., & Selvarajan, T.T. (1997). *Assessing ethical behavior: The impact of outcomes on judgment bias.* Paper presented at the Annual meeting of the Academy of Management, Boston.

Clark, M.A., Amundson, S.D., & Cardy, R.L. (1997). *Learning through cross-functional teams.* Paper presented at the Annual Meeting of the Decision Sciences Institute, San Diego, November.

Cardy, R.L., Sutton, D.L., & Carson K.P. (1997). *Separating person from system influence on performance: An empirical examination of rater ability.* Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis, April.

Cardy, R.L., & Miller, J.S. (1997). *Human resource management: Integrating scholarship and pedagogy.* Paper presented at the Midwest Preparing Future Faculty Conference, March.

Cardy, R.L., & Caranikas, F.C. (1996). *Liking and performance appraisal: Schemas as a mediating mechanism.* Paper accepted for presentation at the Eleventh Annual Conference of the Society for Industrial and Organizational Psychology, Inc., March, San Diego.

Cardy, R.L., Stewart, G., & Carson, K.P. (1996). *Learning from quality: Implications for HRM philosophy, research, and practice.* In R.L. Cardy (Chair) *Learning from Quality: The changing nature of work and organizations.* Composite symposium presented at the Annual Meeting of the Academy of Management, Cincinnati.

Cardy, R.L. & Sutton, C.L. (1996). *Judgment type and mode: An accuracy comparison of global and dimensional ratings and rankings.* Paper presented at the Meetings of the Midwest Decision Sciences Institute, South Bend, IN, April, 1996.

Stewart, G.L., Carson, K.P., & Cardy, R.L. (1995). *Training as a moderator of personality-performance relationships.* Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Orlando.

- Cardy, R.L. & Carey, J.A. (1995). *Individual and team performance: A conceptual exploration of measures*. In G. Stewart (Chair) moving beyond jobs: An exploration of employee performance in team-based organizations. Symposium presented at the Annual Meeting of the Academy of Management, Vancouver.
- Cardy, R.L. & Dobbins, G.H. (1994). *Supervisory discomfort and rater/ratee liking*. In R. L. Cardy (Chair) Affect and impression management: A dirty look at performance appraisal. Symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville.
- Miller, J.S., & Cardy, R.L. (1994). *The influence of ratee self-monitoring on the extent of agreement among sources of ratings*. Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Nashville.
- Caranikas, F.C., Goel, S., Gomez-Mejia, L.R., Cardy, R.L. & Grabke, A. (1994). *CEO compensation, research and development intensity, and subjective assessment of performance*. Paper presented at the Annual Meeting of the Academy of Management, Dallas.
- Cardy, R.L., & Sutton, C.L. (1993). *Accounting for halo-accuracy paradox: Individual differences*. Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., 1993, San Francisco.
- Cardy, R.L. (1993). *Future-oriented and organizational level approaches to job analysis*. In K. P. Carson (Chair) Future directions in job analysis. Symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., 1993, San Francisco.
- Keller, T., Mertes, N., & Cardy, R.L. (1993). *Using PC-based tools to measure employee performance against organizational goals*. Paper presented at the October National Meeting of ORSA/TIMS.
- Dobbins, G.H., Cardy, R.L., & Carson, K.P. (1993). *Implications of TQM for human resource management*. In Waldman, D. A. (Chair) Human resource issues in total quality management. Symposium presented at the Annual Meeting of the Academy of Management, Atlanta.
- Carson, K.P., Cardy, R.L., Dobbins, G.H., & Stewart, G.L. (1992). *Determinants and domains of performance: Implications for the evaluation of employee performance*. In K. P. Carson (Chair), Total quality management meets criteria research: Theoretical and empirical examination. Symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Montreal.
- Dobbins, G.H., Cardy, R.L., & Carson, K.P. (1992). *Conflict and appraisal: Implications from*

the TQM perspective. In R. J. Vance (Chair) Multiple stakeholders and inevitable conflicts in performance appraisal. Symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Montreal.

Carson, K.P., & Cardy, R.L. (1992). *Human resource management*. In D. A. Waldman (Chair), Potential academic contributions to total quality management. Symposium presented at the Annual Meeting of the Academy of Management, Las Vegas.

Cardy, R.L. (1992). *Harassment and romance. Performance, job instrumentality, and value orientation influence management responses*. Paper presented at the Annual Meeting of the American Psychological Society, San Diego.

Cardy, R.L., & Anderson, J.S. (1991). *Judging performance: The impact of behaviors, outcomes, and trait inferences*. Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis.

Cardy, R.L., Caranikas-Walker, F.C., Sutton, C.L., & Wade, K. (1991). *Person and system sources of performance variance: Empirical findings*. In G. H. Dobbins (Chair), System approaches to performance appraisal: An alternative paradigm. Symposium presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., St. Louis.

Cardy, R.L., Sutton, C.L., Prussia, G.E., & Anderson, J.S. (1991). *Subordinate behaviors and managerial affect: Annoying and pleasing behaviors*. Paper presented at the Annual Meeting of the Western Academy of Management, Santa Barbara.

Dobbins, G.H., Cardy, R.L., & Carson, K.P. (1991). *The system approach to human resource management: Conflict or complement?* In R. L. Cardy (Chair) New management visions: Implications for human resources management theory, research, and practice. Paper and symposium presented at the Annual Meeting of the Academy of Management, Miami.

Cardy, R.L., Sutton, C.L., Carson, K.P., & Dobbins, G.H. (1990). *Separating person from system variance: Judgment capability and belief*. Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Miami.

Cardy, R.L., Sutton, C.L., Carson, K.P., & Dobbins, G.H. (1990). *Degree of responsibility: An empirical examination of person and system effects on performance ratings*. Paper presented at the Annual Academy of Management Meeting, San Francisco.

Cardy, R.L., Carson, K.P. & Dobbins, G.H. (1989). *Appraising performance: Separating person from system variance*. Paper presented at the Annual Academy of Management Meeting, Washington, D. C.

Cardy, R.L., Keefe, T.J. (1989). *Evaluation standards and frame-of-reference training*. Paper and symposium presented at the Annual Academy of Management Meeting. In R. L. Cardy

(Chair), *The theoretic and applied utility of cognitive personnel research*, Washington, D. C.

Cardy, R.L., & Krzystofiak, F.J. (1989). *Computerized foundry operation in a blue collar setting: Selection and appraisal of blue collar workers.* Paper presented at the Second International Conference on Managing the High Technology Firm, January, Boulder, CO.

Dobbins, G.H., Cardy, R.L., and Platz, S.J. (1988). *The effects of organizational and appraisal characteristics on appraisal satisfaction.* Paper presented at the 1988 Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Dallas.

Cardy, R.L., & Krzystofiak, F.J. (1988). *Observation and evaluation accuracy: WYSIWYG?* Paper presented at the 1988 Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Dallas.

Krzystofiak, F.J. & Cardy, R.L. (1987). *Innocent until proven guilty: The underlying cause of the differential accuracy phenomenon?* Paper presented at the Annual Academy of Management Meeting, New Orleans.

Cardy, R.L. (1987). *Romance and harassment in the workplace: An empirical examination of management actions.* Paper presented at the Annual National Conference of the Council on Employee Responsibilities and Rights, Virginia Beach.

Cardy, R.L. (1987). *Performance, liking, and appraisal.* Paper presented at the 1987 Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta.

Cardy, R.L. & Krzystofiak, F.J. (1986). *Correct behavior rated more accurately than incorrect?: A reconsideration of the differential accuracy phenomenon.* Paper presented at the Annual Academy of Management Meeting, Chicago.

Dobbins, G., Truxillo, D.M., & Cardy, R.L. (1985). *The effects of rater sex, ratee sex, and purpose of appraisal on the accuracy of performance evaluations.* Paper presented at the Annual Meeting of the Academy of Management, San Diego, California.

Dobbins, G.H. & Cardy, R.L. (1985). *The effects of rater selective attention and temporal delay on the accuracy of performance judgments.* Paper presented at the Annual Southeastern Psychological Association Convention, New Orleans.

Cardy, R.L. (1985). *The role of affect in the performance appraisal process.* In R. L. Cardy (chair), *Information processing research in performance appraisal: A consideration of the approach, findings, and implications.* Paper and Symposium presented at the Annual Academy of Management Meeting, San Diego.

Dobbins, G.H., Truxillo, D.M. & Cardy, R.L. (1985). *The effects of attitude toward women on performance evaluations: A laboratory and field study.* Paper presented at the annual meeting of the Southern Management Association.

Cardy, R.L. & Becker, B.E. (1984). *Halo and appraisal accuracy measures: Conceptual and empirical consideration*. Paper presented at the Annual American Psychological Association Convention, Toronto, August.

Cardy, R.L., Dobbins, G.H. (1984). *Affect and appraisal: The influence of liking on rating accuracy*. Paper presented at the Annual American Psychological Association Convention, Toronto, August.

Cardy, R.L., Dobbins, G.H., & Keefe, T.J. (1984). *Rater training and appraisal accuracy: An examination of the frame-of-reference approach*. Paper presented at the Annual Eastern Academy of Management Meeting, Montreal, May.

Dobbins, G.H., Bienn, B., & Cardy, R.L. (1984). *Rater selective attention, delay, and the accuracy of performance evaluations*. Paper presented at the Annual Meeting of the American Psychological Association, Toronto, Canada.

Bernardin, H.J., & Cardy, R.L., Abbott, J., & Fletcher, R. (1982). *Cognitive compatibility and halo*. Paper presented at the Annual Southeastern Psychological Association Convention, New Orleans.

Bernardin, H.J., Cardy, R.L., & Abbott, J.G. (1982). *The effects of individual performance schemata, familiarization with the rating scales, and rater motivation on rating effectiveness*. Paper presented at the Annual Academy of Management Meeting, New York.

Cardy, R.L., Dobbins, G.H., & Kehoe, J.F. (1981). *The effects of affect and cognition on choice time*. Presented at the Annual Virginia Psychological Association Convention, Richmond.

Cardy, R.L. & Monahan, J.S. (1981). *Holistic processing of letters in left and right hemispheres*. Paper presented at the Annual Southeastern Psychological Association Convention, Atlanta.

Bernardin, H.J., & Cardy, R.L. (1981). *Cognitive complexity in performance appraisal: It makes no nevermind*. Paper presented at the Academy of Management Convention, Los Angeles.

Kehoe, J.F., Cardy, R.L., & Dobbins, G. H. (1980). *Testing models of preferential choice with measures of choice time*. Paper presented at the Annual American Psychological Association Convention, Montreal.

G. Under Review/Revision

Hall, A., Irfaeya, W., & Cardy, R. Social influence and the invocation of rights: The effects of accountability, reputation, and political skill on legal claiming. *Human Relations* (under 2nd revision).

Cardy, R.L., & Munjal, D. (2015). Job applicant evaluation: Falsification and liability. Paper accepted for presentation at the annual meeting of the Southern Management Association, October, 2015.

H. Work in Progress

Cardy, R.L., Chang, P., Munjal, D., & Buckley, M. R. Substance over style. Manuscript in preparation for journal submission.

Cardy, R.L., & Munjal, D. Job applicant fabrication. Survey of hiring managers being planned: survey developed.

Cardy, R.L. Managing for retention. Manuscript in planning stages.

SERVICE AND PROFESSIONAL ACTIVITY HIGHLIGHTS

A. Professional Activities Summary

Reviewer for:

Human Resource Management Review (Board member, 2004 – present)
Journal of Organizational Behavior (Board member, 2000 - 2002)
Academy of Management Journal (Ad Hoc)
Academy of Management Review (Ad Hoc)
Journal of Applied Psychology (Ad Hoc)
Human Resource Management (Ad Hoc)
Personnel/Human Resource division of Academy of Management Meetings
SIOP programs and occasionally other conferences

Member of:

Academy of Management
Society for Industrial and Organizational Psychology
Southern Management Association

Discussant for various symposia and paper sessions at Academy of Management and SIOP meetings.

Outside reviewer for East Carolina University tenure case, 2014.

Host Committee member for 2011 Academy of Management meeting San Antonio.

Developmental reviewer for SHRM Foundation report on Effective Practice Guidelines on

Performance Management.

Presentation to Society of Petroleum Engineers, Balcones Section :Ethical Conduct: From Concept to Operational Reality

Invited presenter at the Fisher College of Business conference on “Managing People in Small High Growth Companies,” February, 2003.

Chairperson for various symposia and paper sessions at Academy of Management and SIOP meetings. Chair of 2002 doctoral consortium for HRM division of the Academy of Management.

Edited and co-founded of *Journal of Quality Management: A Journal of Management Related Quality Research, Theory Development, and Application*, 1996 - 2001.

Table topic presenter at Academy of Management HRM Division Doctoral Consortium, 1995, Vancouver; 2001, Washington DC.

Member 2001 Academy of Management HRM Division Doctoral Consortium.

Elected member of Executive Committee of HR Division of Academy of Management, 1993 – 1996; 2000 – 2003.

Panelist for HRM preconference workshop on workplace trends: Research challenges and opportunities. Annual Meeting of the Academy of Management, 1999, San Diego.

Chair of 1995-96 Best Paper and Best Student Paper Awards Committee for the Human Resources Division of the Academy of Management.

Member of 1995 Academy of Management Human Resource Division Scholarly Achievement Award Committee.

Member of Editorial Review Board for *Journal of Applied Psychology*, 1994 - 1995.

Member of 1994 Academy of Management Human Resource Division Scholarly Achievement Award Committee

Member of 1993 Academy of Management Human Resource Division Scholarly Achievement Award Committee.

B. Service Summary

Department

Member of Department Faculty Review Committee (DFRAC), 2014-2015

Chair of department comprehensive exam committee, 2015

Co-developer of new first year doctoral exam, 2014-2015

Facilitated development of mentorship course and served as faculty representative of student mentorship group, 2012-2013.

Chairperson for various committees.

Teaching panel member, ASU/UA Summit del Sol, 2003.

Member of various committees, including curriculum and evaluation committees.

Committee Chair for Conference on quality and management held February, 1998. Conference content included strategy, human resource management, culture, and operations management.

Departmental Doctoral Coordinator, 1989 – 1994; 1998 – 1999.

Graduate Committee, Chair, Fall, 1990, Fall, 1998; member 2001-2002.

Comprehensive Exam Committee Chair, Spring, 1991; Fall, 1998.

Personnel Committee, member, 1995 – 1997.

OHR conference committee - developed conference Decision Making and Information Processing (1985-1986). Administered review process for competitive paper submissions. Identified and contacted keynote speakers. Edited volume published.

Co-Chair of 1987 Information Processing Conference Committee. Edited volume published.

College

Committee member, College Faculty Review Committee (CFRAC), 2014-2014.

Committee member, Information Systems DFRAC, 2012.

Moderator of panel of local business representatives for Management Career Day. 2011.

New COB Building committee member – 2009/2010.

How to Ace a Job Interview – interview published in *Sombrilla*, a San Antonio magazine, Spring, 2008.

Co-chair of service culture committee, 2005 - present.

Honors Fellow - faculty advisor in Rodel Community Scholar's Program, 2001 - 2005. Program for Business Honors and MBA students focused on generating and implementing business plans to reduce dropout rates in local high schools or to improve retention of college students.

Personnel Committee, member 2002 - 2005.

Faculty Council member, 2004 - 2006.

Committee to evaluate proposals to improve customer service of undergraduate advising, member, 2004.

Guest speaker on OFCCP Glass Ceiling Audit of Fleming Foods for Dean's Board of Excellence Symposium on Excellence, February 2000.

Services Marketing and Management MBA Track, team member, 1996 – present.

Search Committee for AT&T chair in Services Marketing and Management, member, 1999.

Lincoln Center for Applied Ethics Scholar, 1996 – 1999.

College Assessment Committee, member, 1998 – 2000.

Department Chair Evaluation Committee, Chair, Spring, 1998.

Personnel Committee, Chair, Fall, 1998.

College Doctoral Committee, Chair, Fall, 1998.

Post Tenure Review Committee, member, 1997. Developed post tenure review guidelines for college - drafted preamble.

Member of various other committees.

University

Consulting Member, GRIP Task Force, University of Texas at San Antonio, 2012-2013.

Guest Speaker, Co-presenter for incoming chair training: Tips for being successful, September 6,

2012 University of Texas at San Antonio.

Member, Conflict of Commitment Task Force, University of Texas at San Antonio, 2012.

Participant, Provost retreat for Department Chair Council regarding student retention and faculty evaluation, University of Texas at San Antonio, 2012.

Facilitator, Reunion Meeting of Leadership UTSA, University of Texas San Antonio, 2012.

Faculty Representative, Top Scholar Dinner with potential students and parents, University of Texas at San Antonio, 2011.

Member, Panel for incoming chair training: Tips for being successful, University of Texas at San Antonio, 2011.

Participant, Leadership Development Program, University of Texas at San Antonio, 2009-2010.

Member, Panel for incoming chair training: Tips for being successful, University of Texas at San Antonio, 2010.

Selected by Provost's office to participate in leadership development program throughout 2009-2010 academic year.

Committee Member, Ad Hoc University Merit Committee, University of Texas at San Antonio, 2009.

Faculty sponsor for student spirit organization dedicated to new football team, 2009-present.

University ad hoc Merit Review Committee, member, 2009.

Presenter, New Department Chair Workshop, University of Texas at San Antonio, 2008.

University new Department Chair workshop on Faculty Evaluation Reviews, September, 2008

University Post Tenure Review Committee, member, 1997. Developed guidelines for university.

University Continuous Improvement Technical Advisory Committee, member, Fall, 1995-Spring, 1996.

Chair of Evaluation Subcommittee of Faculty/AP Development/Evaluation/Compensation Committee, Summer, 1994.

Performance Planning and Evaluation Task Force, advisory member, Fall 1992-1994. Designed and conducted appraisal survey of 3,300 classified staff members. Provided written and oral report of survey results to HRM Department and to Classified Staff Council. Provided guidance on development of TQM compatible appraisal system.

Developed and conducted four hour workshop on performance appraisal for ASU Supervisory Training Institute, Spring, 1990.

C. Consulting

Development of manager competency model for firm in auto industry.

Selection and Performance Appraisal Projects with General Motors, Murro Consulting, and Tool Manufacturing Company.

Guest speaker on performance appraisal for various groups.

Conducted satisfaction surveys for companies.

D. Honors & Grants

ASU W. P. Carey School of Business Honors Fellow, 2001.

Nominated by students for W. P Carey School of Business Outstanding Teaching Award, Spring, 2001.

Academy of Management
Seed Grant for 1998 Quality Conference
Amount: \$4,000.00.

Department of Management Distinguished Faculty Award, Summer, 1997.

Departmental Distinguished Faculty Award, Summer, 1996.

Departmental Distinguished Faculty Award, Summer, 1995.

Best Paper Award from the Human Resources Division of the Academy of Management, 1994 (with Fanny Caranikas, Sanjay Goel, Luis Gomez-Mejia, and Arden Grabke).

University Mentor Award, 1992-1993 for work with doctoral students at Arizona State.

Ranked in top 20 in research productivity (number of publications in *Journal of Applied Psychology*) for the decade 1980-89 out of 1,383 authors (*The Industrial Psychologist*, 27, 27-29).

Recipient of certificate for significant contributions to the quality of life for students at Arizona State University, 1992.

Best Paper Award (with H. John Bernardin) from Personnel/Human Resources Division of the Academy of Management, 1981.