

EDUCATION:

<u>Degree</u>	<u>Institution</u>	<u>Dates</u>
B.S.	Wharton School, University of Pennsylvania	1965
M.B.A.	Wharton Graduate School, University of Pennsylvania	1967
D.B.A.	Harvard University, Graduate School of Bus. Admin.	1974

FULL-TIME ACADEMIC EXPERIENCE:

<u>Institution</u>	<u>Rank</u>	<u>Department</u>	<u>Dates</u>
Community College Of Philadelphia	Instructor	Business	1967-69
Baruch College, CUNY	Instructor	Management	1973-74
Baruch College, CUNY	Assistant Professor	Management	1974-77
Baruch College, CUNY	Associate Professor	Management	1978-80
Baruch College, CUNY	Professor	Management	1981-

PART-TIME ACADEMIC EXPERIENCE:

Boston University	Instructor	Management	1972
New York University	Professor	Management	1998 (summer)

OTHER PROFESSIONAL EXPERIENCE:**ACADEMIC/PRO BONO/VOLUNTARY**

<u>Organization</u>	<u>Title</u>	<u>Dates</u>
Baruch Executive Master of Science in Industrial and Labor Relations (MSILR) Program	Academic Co-Director	1994-99
	Academic Director	2000-10
	Academic Co-Director	2011-
Metropolitan New York Association for Applied Psychology (METRO)	Sec., Treas., Vice Pres.	1986-89
	President	1989-90
Nassau Symphony Orchestra	Director	1984-85
	Academic Consultant/ Resource Person	1980-84
Center for the Management of Professional and Scientific Work	Joint Committee	1979-93
	Academic Co-Director	1985-97
Baruch/Cornell MSILR Program	Director	1979-82
Day Care Council of Nassau County	Consulting Research Assoc.	1977-78
National Science Foundation	Vol. Technical Reader	1976-77
Recordings for the Blind, Inc.	Volunteer Consultant	1975-78
Volunteer Urban Consulting Group, Inc.	Project Coordinator	1970
Rhode Island Council of Community Services		

OTHER PROFESSIONAL EXPERIENCE:**CONSULTATIVE/INSTRUCTIONAL**

<u>Organization</u>	<u>Title</u>	<u>Dates</u>
Center for Advanced Study in Education (CASE)	Consultant Management Training	2000- 1995-99; 04-
<u>Organization</u>	<u>Title</u>	<u>Dates</u>
Cube One, Inc	President	2000-
Bronx-Lebanon Hospital Center	Consultant	1996-99
Human Resource Solutions	Senior Consultant	1997-99
Applied Photonics, Inc.	Director	1986-89
Infodex Systems, Inc.	Director	1986-88
McDonnell Douglas Corporation	Consultant	1986
Sandor Associates	Sr. Human.Resource Consultant	1986
Lopez and Associates	Consultant	1985-95
Citibank	Consultant	1984-85
U.S. Office of Personnel Management	Speaker	1983-84
EMS Development Corporation	Consultant	1983-84
Local Government Institute of NYS	Seminar Leader/Trainer	1979
Human Resource Administration of NYC	Trainer	1979-82
The Bendix Corporation	Consultant	1977-79
Three Dimensional Circuits, Inc.	Director	1977-84
U.S. Civil Service Commission	Trainer	1972-75
Fleet Aid Corporation	Consultant	1972

PUBLICATIONS:Doctoral Dissertation:

Kopelman, Richard E., "Expectancy Theory Predictions of Work Motivation and Job Performance: A Longitudinal Study of Engineers Across Three Companies," Harvard University, 1974; Dissertation Abstracts International, 1975, Vol. 35, No. 5, 2476-B; University Microfilms No. 74-25560, 389 pp.

Books:

Kopelman, Richard E., Managing Productivity in Organizations: A Practical, People-Oriented Perspective (New York: McGraw-Hill, 1986), 329 pp. Also International Edition (Singapore: McGraw-Hill, 1987); also Spanish Edition (Naucalpan, Mexico: McGraw-Hill, 1989).

Contributions to Books:

Kopelman, Richard E. and Rovenpor, Janet, L. "The Study of Values," in Chris Wood and Danica HG. Hays, (Eds.), W. Matthew Shurts, reviewer, A Counselor's Guide to Career Assessment Instruments (6th Edition) (Oklahoma: National Career Development Association: Broken Arrow, OK, 2013), 285-290

Kopelman, Richard E. and Prottas, David J., "Douglas McGregor's Theory X and Theory Y," chapter in E. H. Kessler, Ed., Encyclopedia of Management Theories (Thousand Oaks, CA: Sage Reference Publications, (2013), 874-878.

Kopelman, Richard E., and Rovenpor, Janet L., "Allport-Vernon-Lindzey Study of Values," chapter in Jeffrey H. Greenhaus & Gerald A. Callanan (Eds.) Encyclopedia of Career Development (Thousand Oaks, CA: Sage Reference Publications, 2006), 15-18.

Kopelman, Richard E., "Pedal to the Metal Versus a Balanced Life Experience: A Debate on Minimizing Regrets in Pursuit of Work/Nonwork Balance," chapter in Stewart D. Friedman, Jessica Degroot & Perry M. Christiansen (Eds.) Integrating Work and Life: The Wharton Resource Guide (San Francisco: Jossey-Bass, 1998), 253-264

Kopelman, Richard E., "Alternative Work Schedules," chapter in W. K. Hodson (Ed.) Maynard's Industrial Engineering Handbook (4th Edition) (New York: McGraw-Hill, 1992), pp. 10.105-10.121

Cayer, Mo, Kopelman, Richard E., and Greenberg, Janet L., "Merit Pay: Road to the Bottom-Line or Bottom-of-the-Barrel?" chapter 40 in J. W. Jones, B. D. Steffy, and D. W. Bray (Ed.) Applying Psychology in Business: The Handbook for Managers and Human Resource Professionals (Lexington, Mass: Lexington Books, 1991), pp. 390-407

Kopelman, Richard E., Brief, Arthur, P. and Guzzo, Richard A., "The Role of Climate and Culture in Productivity," chapter 8 in B. Schneider (Ed.) Organizational Climate and Culture (San Francisco: Jossey-Bass, 1990), pp. 282-318. (The fourth volume in the Frontiers of Industrial and Organizational Psychology Series, sponsored by the Society for Industrial and Organizational Psychology.)

Kopelman, Richard E., "Objective Feedback," chapter 7 in E. A. Locke (Ed.) Generalizing from Laboratory to Field Settings (Lexington, Mass: Lexington Books, 1986) pp. 119-145.

Kopelman, Richard E., Greenhaus, Jeffrey H., and Connolly, Thomas F., "A Model of Work, Family, and Interrole Conflict: A Construct Validation Study," in B. C. Miller, and D. H. Olson (Eds.) Family Studies Review Yearbook, Vol. 3, (Beverly, Hills, Calif: Sage, 1985), pp. 320-337.

Kopelman, Richard E., Thompson Paul, H. and Dalton, Gene, "Factors Contributing to the Effectiveness of the Older Engineer," chapter in S. S. Dubin, H. Shelton, and J. McConnell (Eds.) Maintaining Professional and Technical Competence of the Old Engineer: Engineering and Psychological Aspects (Washington, D.C.: American Society for Engineering Education, 1974), pp. 18-36.

Contributions to Textbooks:

Kopelman, Richard E., "Improving Productivity through Objective Feedback: A Review of the Evidence," (reading 58) in K. Davis, and J. W. Newstrom (Eds.) Organizational Behavior: Readings and Exercises (7th Edition) (New York: McGraw-Hill, 1985), pp. 379-396; also published in Werther, William B., Ruch, William A., and McLure, Lynne, Productivity Through People (St. Paul, Minn.: West Publishing, 1986), pp. 494-508.

Kopelman, Richard E., and Spiegelman, Sharon, "The Inn Spot (A) and (B)" cases in G. E. Stevens (Ed.) Cases and Exercises in Personnel/Human Resources Management (4th Edition) (Plano, Texas: Business Publications, Inc., 1986), pp. 109-116.

Kopelman, Richard E., "The Case for Merit Rewards," (reading 8) in J. L. Gibson, J. M. Ivancevich, and J. H. Donnelly, Jr. (Eds.) Organizations Up-Close: A Book of Readings (5th Edition) (Plano, Texas: Business Publications, 1985), pp. 109-117.

Kopelman, Richard E., "Linking Pay to Performance is a Proven Management Tool," in Schuster, Frederick E., Human Resource Management (2nd Edition) (Reston, Virginia: Reston Publishing, 1985), pp. 533-539; also published in C. E. Schneier, R. W. Beatty, and L. S. Baird (Eds.) The Performance Management Sourcebook (Amherst, Mass: Human Resource Development Press, 1987), pp. 202-206; also published in H. M. Levine (Ed.) Public Administration Debated (Englewood Cliffs, New Jersey: Prentice-Hall, 1988), pp. 119-123.

Kopelman, Richard E., Reinharth, Leon, and Beer, Adam A., "The Link between Judgmental Rewards and Performance ," in Schuster, Frederick E., Human Resource Management (2nd Edition) (Reston, Virginia: Reston Publishing, 1985), pp. 532-533.

Kopelman, Richard E., "The Metropolitan Museum of Art," case in R. Anthony, and J. Dearden, Management Control Systems: Text and Cases (3rd Edition) (Homewood Ill.: Irwin, 1976), pp. 709-719; also published in the 4th Edition, 1980, pp. 655-664; also published in the 5th Edition, Anthony, Dearden, and Bedford, 1984, pp. 765-775; also published in the 6th Edition, 1989, pp. 838-848; also published in the 7th Edition, Anthony, Dearden, and Govindarajan, 1992, pp. 823-831; also published in the 8th edition, Anthony and Govindarajan, 1995, pp. 712-722.

Kopelman, Richard E., "Denton Community College (A), (B), and (C)" cases in J. Glover, R. Hower, and R. Tagiuri (Eds.), The Administrator (5th Edition) (Homewood, Ill: Irwin, 1973), pp. 519-553.

Articles in Refereed Journals:

Rovenpor, Janet L. Kopelman, Richard E., Brandwein, Ann C., Quach, Philip, & Waldman, Marc. "The Best-Seller as an Indicator of Societal Narcissism," Society, 53(4), 2016, 414-421. Abstracted in the Social Science Research Network (SSRN) #2803150.

Lawter, Leanna, Kopelman, Richard E., & Prottas, David, J. "McGregor's Theory X/Y and Job Performance: A Multilevel, Multi-source, Analysis," Journal of Managerial Issues, 2015, 27(1-4), 84-101.

Massimino, Phoebe M., Joseph, Meg, L. and Kopelman, Richard E., "Hospital Performance and Customer-, Employee-, and Enterprise-Directed Practices: Is the Mayo Clinic Reputation Deserved?" International Journal of Management Cases, 2015, 17(3), 28-48.

Massimino, Phoebe M., Kopelman, E., and Joseph, Meg, L. "Explaining Hospital Performance via the Cube One Framework," Journal of Organizational Effectiveness: People and Performance, 2015, 2(1), 73-90.

Kopelman, Richard E., "Validity Evidence for the Cube One Framework: A Cross-Lagged Panel Analysis of Objective Data," The Journal of Business Inquiry, 2013, Vol. 11(1), 1-12.

Letzler, Elizabeth A., Kopelman, Richard E., and Prottas, David J., "The Three Faces of the Cube One Framework," The Journal of Business Inquiry, 2013, 11(1), 13-32.

Kopelman, Richard E. and Prottas, David J., and Falk, David W. "Further Development of a Measure of Theory X and Y Managerial Assumptions," Journal of Managerial Issues, 2012, 24(4), 450-470.

Massimino, Phoebe M., and Kopelman, Richard E., Management Practices and Organizational Performance: A Longitudinal Analysis using Cross-Lagged Data," The Journal of Global Business Management, 2012, 8(2), 58-65.

Kopelman, Richard E., Chiou, Andy Y., Lipani, Louis J., and Zhu, Zhu, "Interpreting the Success of Zappos.com, Four Seasons, and Nordstrom: Customer Centricity in But One-Third of the Job," Global Business and Organizational Excellence, 2012, 31(6), 63-78.

Kopelman, Richard E. and Prottas, David J., "Rationale and Validity Evidence for the Cube One Framework," Journal of Managerial Issues, 2012, 24(1), 27-46.

Kopelman, Richard E., Gardberg, Naomi, A., and Brandwein, Ann Cohen, "Using a Recognition and Reward Initiative to Improve Service Excellence: A Quasi-Experimental Field Study in a Public Higher Education Institution," Public Personnel Management, 2011, 40 (2), 133-149. Abstracted in the Social Science Research Network, #2803162.

Kopelman, Richard E., and Chiou, Andy Y., "Getting Organizational Improvement Off the Ground: Using the Cube One Framework to Learn from the Turnaround at Continental Airlines." Global Business and Organizational Excellence, 2011, 30(4), 29-39.

Kopelman, Richard E., Prottas, David J., and Falk, David W., "Development of a Construct-Valid Scale of Theory X/Y Behaviors." Leadership and Organizational Development Journal, 2010, 31, 120-135.

Kopelman, Richard E., and Chiou, Andy Y., "Examining the Performance of Google and AltaVista Through the Lens of the Cube One Framework," Global Business and Organizational Excellence, 2010, 29(6), 38-49.

Kopelman, Richard E., "Validity Evidence for the Cube One Framework: Examination of Objective Data," The Journal of Global Business Management, 2010, 6(1), 22-28.

Kopelman, Richard E., and Prottas, David J., "Achieving Organizational Excellence: The Importance of Getting to Cube One," Management in Practice, 2010. 14(1), 1-11.

Prottas, David J., and Kopelman, Richard E., "Comparative Work-Family Practice Availability and Employee Attitudes." The Psychologist-Manager Journal. 2009, 12, 79-96.

Kopelman, Richard E., Shea-Van Fossen, Rita, Paraskevas, Eleftherios, Lawter, Leanna, and Prottas, David J., "The Bride is Keeping Her Name: A 35-Year Retrospective Analysis of Trends and Correlates." Social Behavior and Personality, 2009, 37, 687-700.

Kopelman, Richard E. "Getting to Cube One," essay in Advances in Management, (2009), 1(7), 3-4.

Letzler, Elizabeth A., and Kopelman, Richard E., "An Integrated Model of Organization Performance," Advances in Management, 2008, 1(4), 7-15.

Kopelman, Richard E., Prottas, David J., and Davis, Ann L "Douglas McGregor's Theory X and Y: Toward a Construct-Valid Measure," Journal of Managerial Issues, 2008, 20, 255-271. This research was supported by the ZSB 2006 Summer Research grant program.)

Prottas, David J., Thompson, Cynthia A., Kopelman, Richard E. and Jahn, Eileen W. "Work-Family Programs: Factors Affecting Employee Knowledge and Accuracy," Personnel Review, 2007, 36, 163-189.

Kopelman, Richard E., Prottas, David J., Thompson, Cynthia A., and Jahn, Eileen W., "A Multilevel Examination of Work-Life Practices: Is More Always Better?" Journal of Managerial Issues, 2006, 18, 232-253.

Jahn, Eileen White, Thompson, Cynthia A., Kopelman, Richard E., and Prottas, David J., "The Impact of Perceived Organizational and Family Support on Organizational Commitment: A Longitudinal and Multilevel Analysis," Journal of Managerial Issues, 2004, 16, 545-565.

Kopelman, Richard E., Prottas, David J., and Tatum, Lawrence G., "Comparison of Four Measures of Values: Their Relative Usefulness in Graduate Education Advisement," North American Journal of Psychology, 2004, 6, 205-218.

Davis, Anne L., and Kopelman, Richard E. "A Demonstration of the Anchoring Effect." Decision Sciences Journal of Innovative Education, 2004, 2, 203-206.

Jahn, Eileen W., Thompson, Cynthia A., and Kopelman, Richard E., "Rationale and Construct Validity Evidence for a Measure of Perceived Organizational Family Support (POFS): Because Purported Practices May Not Reflect Reality," Community, Work & Family, 2003, 6, 123-140.

Kopelman, Richard E., Rovenpor, Janet L., and Guan, Mingwei, "The *Study of Values*: Construction of the Fourth Edition," Journal of Vocational Behavior, 2003, 62, 203-220. Included in the BYU Ethics Initiative Research Companion, Values and Attitudes, 2015.

Kopelman, Richard E. "GMFAC: How a Simply Successful Approach to Organizational Improvement Worked at a Large City Hospital," Journal of Organizational Excellence, 2003, 23, 37- 42.

Tziner, Aharon, and Kopelman, Richard E., "Is There a Preferred Rating Format? A Non-Psychometric Perspective," Applied Psychology: An International Review, 2002, 51, 479-503.

Soyer, Renate, Rovenpor, Janet L., Kopelman, Richard E., and Watson, P. J., "Further Assessment of the Construct Validity of Four Measures of Narcissism: Replication and Extension," Journal of Psychology, 2001, 135, 245-258.

Kopelman, Richard E.] Voros, Sharon, "3D Management," Management Review, 2000, 89(1), 44-47; abstracted in Zicklin Business 2000-2001, 24-26.

Soyer, Renate, Rovenpor, Janet L, and Kopelman, Richard E., "Narcissism and Achievement Motivation as Related to Three Facets of the Sales Role: Attraction, Satisfaction and Performance," Journal of Business and Psychology, 1999, 14, 285-304.

Bellucci, Marian, Tonges, Mary Crabtree, and Kopelman, Richard E., "Doing Well by Doing Good: The Case for Objective Feedback in Case Management," Journal of Case Management, 1999, 7(4), 161-166; abstracted in the National Productivity Review, 1999, 18(3), 74-75.

Papa, Jeri White and Kopelman, Richard E., "Into the Trenches: Are You Really FaMiLiAr with the FMLA?" Human Resource Professional, 1999, 12(2), 28-32.

Koser, Denise A., Matsuyama, Munehiko, and Kopelman, Richard E., "Comparison of a Physical and a Mental Disability in Employee Selection: An Experimental Examination of Direct and Moderated Effects," North American Journal of Psychology, 1999, 1, 213-221.

Kopelman, Richard E., "Managing for Productivity: One-Third of the Job," National Productivity Review, 1998, 17(3), 1-2.

Olivero, Gerald and Kopelman, Richard E., "Reducing Patient-Flow Cycle Time in the Emergency Room of an Inner City Hospital," National Productivity Review, 1998, 17(4), 5-12.

Papa, Jeri White, Kopelman, Richard E., & Flynn, Gillian, "Sizing up the FMLA," Workforce, August 1998, 77(8), 38-43.

Olivero, Gerald, Bane, K. Denise, and Kopelman, Richard E., "Executive Coaching as a Transfer of Training Tool: Effects on Productivity in a Public Agency," Public Personnel Management, 1997, 26, 461—469.

Kopelman, Richard E., Olivero, Gerald, and Hannon, Natalie, "100 Days to Better Service in Health Care," Training & Development, 1997, 51(11), 84-85.

Tziner, Aharon, Kopelman, Richard, and Joanis, Christine, "Investigation of Raters' and Ratees' Reactions to Three Methods of Performance Appraisal," Canadian Journal of Administrative Sciences, 1997, 14, 396-404.

Rovenpor, Janet L., and Kopelman, Richard E., "Repeat-Purchase Behavior as a Criterion of Teaching Effectiveness," Journal of Education for Business, 1995, 70, 321-326.

Reisel, William D., and Kopelman, Richard E., "The Effects of Failure on Subsequent Group Performance in a Professional Sports Setting," Journal of Psychology, 1995, 129, 103-113.

Quint, Ellen Deutsch, and Kopelman, Richard E., "The Effects of Job Search Behavior and Vocational Self-Concept Crystallization on Job Acquisition: Is There an Interaction?" Journal of Employment Counseling, 1995, 32, 88-96.

Sama, Linda M., Kopelman, Richard E., and Manning, Robert J., "In Search of a Ceiling Effect on Work Motivation: Can Kaizen Keep Performance 'Risin'?" Journal of Social Behavior and Personality, 1994, 9, 231-238; also abstracted in National Productivity Review, Winter 1994-95, 14, 134.

Thompson, Cynthia, A., Kopelman, Richard E., and Siano, Joseph N., "'Buddying Up' for Fewer Sick Days," Training & Development, 1993, 47(1), 15-18.

Tziner, Aharon, Kopelman, Richard E., and Livneh, Neomi, "Effects of Performance Appraisal Format on Perceived Goal Characteristics, Appraisal Process Satisfaction, and Changes in Rated Job Performance: A Field Experiment," Journal of Psychology, 1993, 127, 281-291.

Kopelman, Richard E., and Mullins, Lynn S., "Is Narcissism Inversely Related to Satisfaction?: An Examination of Data from Two U.S. Samples," Journal of Psychology, 1992, 126, 121-130.

Kopelman, Richard E., Rovenpor, Janet L., and Millsap, Roger, E. "Rationale and Construct Validity Evidence for the Job Search Behavior Index: Because Intentions (and New Year's Resolutions) often Come to Naught," Journal of Vocational Behavior, 1992, 40, 269-287.

Thompson, Cynthia, A., Kopelman, Richard E., and Schriesheim, Chester A., "Putting All One's Eggs in the Same Basket: A Comparison of Commitment and Satisfaction Among Self- and Organizationally-Employed males," Journal of Applied Psychology, 1992, 77, 738-743.

Carillo, Phoebe M., and Kopelman, Richard E., "Organization Structure and Productivity: Effects of Size, Vertical Complexity, and Administrative Intensity on Operating Efficiency," Group & Organization Studies, 1991, 16, 44-59.

Kopelman, Richard E., Rovenpor, Janet L., and Cayer, Mo, "Merit Pay and Organizational Performance: Is There an Effect on the Bottom Line?" National Productivity Review, 1991, 10, 299-307; abstracted in Perceptions, 1992, 2(1), 3-5.

Champlin, Frederick C., and Kopelman, Richard E., "Hinrichs Revisited: Individual Evaluations of Income Increments," Journal of Psychology, 1991, 125, 359-373.

Kopelman, Richard E., and Minken, Betsey Lambert, "Toward a Psychology of Pari-mutuel Behavior: Test of Gluck's Laws," Psychological Reports, 1991, 68, 71-72.

Kopelman, Richard E., "Accountability with the Emphasis on *Count*," National Productivity Review, 1990, 9, 127-129; also abstracted version "Emphasizing the *Count* in Accountability," Perceptions, 2(1), 1-3.

Kopelman, Richard E., "On Strawmen, Hogs and Feedback," The Psychological Record, 1990, 40, 157-159.

Schriesheim, Chester A., Solomon, Esther, and Kopelman, Richard E., "Grouped Versus Randomized Format: An Investigation of Scale Convergent and Discriminant Validity using LISREL Confirmatory Factor Analysis," Applied Psychological Measurement, 1989, 13, 19-32.

Schriesheim, Chester A., Kopelman, Richard E., and Solomon, Esther, "The Effect of Grouped Versus Randomized Questionnaire Format on Scale Reliability and Validity: A Three-Study Investigation," Educational and Psychological Measurement, 1989, 49, 487-508.

Kopelman, Richard E., "On Being Cited for Saying Nearly the Opposite of What One Said: A Response to Duus (1988)," The Psychological Record, 1989, 39, 597-599.

Tziner, Aharon, and Kopelman, Richard E., "Effects of Rating Format on Goal-Setting Dimensions: A Field Experiment," Journal of Applied Psychology, 1988, 73, 323-326.

Mullins, Lynn S., and Kopelman, Richard E., "Toward an Assessment of the Construct Validity of Four Measures of Narcissism," Journal of Personality Assessment, 1988, 52, 610-625.

Mullins, Lynn S., and Kopelman, Richard E., "Narcissism as a Moderator of the Relationship between Job Characteristics and Job Reactions," Journal of Business and Psychology, 1987, 1, 264-275.

Lupo, James, and Kopelman, Richard E., "Punctuation and Publishability: A Re-examination of the Colon," American Psychologist, 1987, 42, 513.

Kopelman, Richard E., Schneller, George O. IV, "Abandonment, Guilt, and Athletic Performance: Is There a Free Agent Syndrome?" Journal of Social Behavior and Personality, 1987, 2, 505-514.

Kopelman, Richard E., "Is it Better to Inherit?" commentary on "The Demerit of Merit" in Personnel Administrator, 1987, 32 (1), 30,32.

Karan, B. S., and Kopelman, Richard E., "The Effects of Objective Feedback on Vehicular and Industrial Accidents: A Field Experiment Using Outcome Feedback," Journal of Organizational Behavior Management, 1986, 8(1), 45-56.

Biberman, Gerald, Baril, Galen L., and Kopelman, Richard E., "Comparison of Return-on-Effort and Conventional Expectancy Theory Predictors of Work Effort and Job Performance: Results from Three Field Studies," Journal of Psychology, 1986, 120, 229-237.

Kopelman, Richard E., "Alternative Work Schedules and Productivity: A Review of the Evidence," National Productivity Review, 1986, 5, 150-165.

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Mullins, Lynn S., and Kopelman, Richard E., "The Best Seller as an Indicator of Societal Narcissism: Is There a Trend?" Public Opinion Quarterly, 1984, 48, 720-730. Abstracted in Psychology Today, 1985, 19(6), 12.

Solomon, Esther, and Kopelman, Richard E., "Questionnaire Format and Scale Reliability: An Examination of Three Modes of Item Presentation," Psychological Reports, 1984, 54, 447-452.

Kopelman, Richard E. Reinharth, Leon, and Beer, Adam A., "The Link between Judgmental Rewards and Performance," Personnel Administrator, 1983, 28(4), 78-79.

Kopelman, Richard E., "Paid Performance and Organizational Vitality," Management, 1983, 4(1), 16-17.

Kopelman, Richard E., Rosensweig, Lyn, and Lally, Laura, H., "Dual-Career Couples: The Organizational Response," Personnel Administrator, 1982, 27(9), 73, 75-78; abstracted in the Career Planning & Adult Development Newsletter, 1982, 4(11), 5-6; also abstracted in the Center for Research in Career Development (Columbia University) The Career Development Bulletin, 1982, 3(3), 13-14; also abstracted in the Organizational Behavior

Institute's Interaction, 1983, 13(21), 6-8; also abstracted in Personnel Administrator, 1984, 29(2), 91.

Kopelman, Richard E., and Reinharth, Leon, "Research Results: The Effect of Merit-Pay Practices on White Collar Performance," Compensation Review, 1982, 14(4), 30-40; abstracted in Personnel Administrator, 1983, 28(5), 25-26; also abstracted in the Organizational Behavior Institute's Interaction, 1983, 13(21), 7-8.

Kopelman, Richard E., "Improving Productivity through Objective Feedback: A Review of the Evidence," National Productivity Review, 1982-1983, 2(1), 43-55. Reprinted in Human Resources Productivity (New York: Executive Enterprises, 1983), 130-142. Abstracted in the Research Institute of America Executive Membership Alert, 1983, 33(34), 2-3; also abstracted in Cambridge Associates' Today's Executive, March 1984, 2; also abstracted in Nursing Management, 1984; 15(2), 64, 66.

Kopelman, Richard E., Greenhaus, Jeffrey H., and Connolly, Thomas F., "A Model of Work, Family, and Interrole Conflict: A Construct Validation Study," Organizational Behavior and Human Performance, 1983, 32, 198-215. Abstracted in The Career Forum, 1983/1984, 3(1), 12; included in the Inventory of Marriage and Family Literature, 1984, 10.

Kopelman, Richard E., "Linking Pay to Performance is a Proven Management Tool," Personnel Administrator, 1983, 28(10), 60-68.

Schneller, George O. IV, and Kopelman, Richard E., "Using Incentives to *Increase* Absenteeism: A Plan that Backfired," Compensation Review, 1983, 15(2), 40-45.

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Kopelman, Richard E., and Schneller, George O. IV, "A Mixed-Consequence System for Reducing Overtime and Unscheduled Absences," Journal of Organizational Behavior Management, 1981, 3, 17-28; abstracted in Guzzo, Richard E., and Bondy, Jeffery S., A Guide to Worker Productivity Experiments in the United States 1976-1981 (New York: Pergamon Press, 1983), 87.

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Kopelman, Richard E., Liebman, Andrew M., and Yukl, Gary A., "Experimental Test of a Return on Effort Version of Expectancy Theory: Across-Person and Within-Person Analyses," Journal of Management, 1978, 4, 97-105.

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McPadden, Katherine, Kopelman, Richard, and Weitz, Ely, "Service Excellence Initiative Project 100: 100 Days to Better Service," Final Project Report, July 2004, 36 pp.

Kopelman, Richard E., Olivero, Gerald, and Kahn, Lora, "New York State Office of Mental Health Security and Safety Initiative, Phase One: Final Report," unpublished monograph, April 2001, 40 pp.

Olivero, Gerald, and Kopelman, Richard E., "Improving Continuity of Care," February 1998, unpublished monograph, 50 pp.

Kopelman, Richard E., and Olivero Gerald, "Reducing Patient-Flow Cycle Time in the Emergency Room of the Bronx-Lebanon Hospital Center, July, 1997, unpublished monograph, 56 pp.

Spielmann, P.A., and Kopelman, R.E., "The Sanctuary Home." ("A" through "E" cases,) Baruch College, 1996; updated in 1998.

Kopelman, Richard E., Olivero, Gerald, & Berenson, Mark, "Skills Training Program for the Ambulatory Care Network (ACN) of the Bronx-Lebanon Hospital Center," Final Project Report prepared for the New York State Department of Economic Development, July, 1996, 49 pp.

Reisel, William D., and Kopelman, Richard E., "The Effect of Failure on Subsequent Group Performance: A Test of Competing Hypotheses in a Professional Sports Setting," Baruch College Working Paper Series, 92-1-MGT, 19 pp.

Champlin, Frederic C., and Kopelman, Richard E., "Hinrichs Revisited: Individual Assessments of Income Increments," Baruch College Working Paper Series, 90-1-MGT, 1990.

Kopelman, Richard E., and Mullins, Lynn S., "Narcissism and Satisfaction: Is 'I Can't Get No Satisfaction' a Narcissist's Lament?" Baruch College Working Paper Series, 90-6-MGT, 17 pp.

Carrillo, Phoebe M., and Kopelman, Richard E., "Organization Structure and Productivity: Effects of Subunit Size, Shape, and Administrative Intensity," Baruch College Working Paper Series, 89-12-MGT, 1989, 24 pp.

Kopelman, Richard E., and Schneller, George O. IV, "Abandonment, Guilt, and Athletic Performance: Is There a Free Agent Syndrome?" Baruch College Working Paper Series, 87-9-MGT, 1987.

Mullins, Lynn S., and Kopelman, Richard E., "Narcissism as a Moderator of the Relationship between Job Characteristics and Job Reactions," Baruch College Working Paper Series, 86-1-MGT, 1986, 22 pp.

Mullins, Lynn S., and Kopelman, Richard E., "Toward the Assessment of the Construct Validity of Four Measure of Narcissism," Baruch College Working Paper Series, 85-1-MGT, 1985.

Kopelman, Richard E., and Lang, Dorothy, "Alliteration in Mate Selection: Does Barbara Marry Barry?" Baruch College Working Paper Series, 84-3-MGT, 1984, 13 pp.

Solomon, Esther, and Kopelman, Richard E., "Grouped Versus Randomized Format: Effects on Scale Reliability and Validity," Baruch College Working Paper Series, 84-8-MGT, 1984.

Mullins, Lynn S., and Kopelman, Richard E., "The Best Seller as an Indicator of Societal Narcissism: Is There a Trend?" Baruch College Working Paper Series, 82-2-MGT, 1982, 16 pp.

Schneller, George O. IV, and Kopelman, Richard E., "Using Incentives to Increase Absenteeism: A Critical Appraisal of a Plan That Failed," Baruch College Working Paper Series, 82-3-MGT, 1982, 8 pp.

Kopelman, Richard E., "Motivation," module in the Organizational Skills track of the Human Resources Administration (NYC) management development curriculum, 1979, 46 pp.

Kopelman, Richard E., Thompson, Paul H., and Dalton, Gene W., "Factors Contributing to the Effectiveness of the Older Engineer," Harvard Business School, Working Paper Series No 73-32, 1973, 22 pp.

Kopelman, Richard E., Thompson, Paul H., and Dalton, Gene W., "The Distinguishing Characteristics of High, Middle, and Low Performing Engineers: A Study of Four Age Groups," unpublished paper, Harvard Business School, 1971, 43 pp. (Cited in J.R. Hackman, and J.L. Suttle (Ed.) Improving Life at Work, 1977.)

Kopelman, Richard E., "Aging in the Rhode Island Community," report published by the Rhode Island Council of Community Services, 1970 (in connection with the U.S. Conference on Aging), 484 pp.

Kopelman, Richard E., "A Study of Business Mathematics," institutional research report prepared for the Community College of Philadelphia, 1969, 83 pp.

Kopelman, Richard E., "The Project Organization and Its Relation to the Talent Data Bank," unpublished Masters Thesis, Wharton Graduate School, University of Pennsylvania, 1967, 88 pp.

MEMBERSHIPS:

Academy of Management

American Arbitration Association (panelist)

American Compensation Association

American Psychological Association

American Psychological Society

American Society for Personnel Administration (Diplomat)

Association for Behavior Analysis

Association for Business Simulation and Experiential Learning

Association for Psychological Science

Association of Management

Case Teachers Association (Advisory Board)

Decision Science Institute

Eastern Academy of Management

Eastern Psychological Association

Industrial Relations Research Association

International Association for Applied Psychology

International Society for Intelligence Research

Metropolitan New York Association for Applied Psychology (METRO)

Professional I/O Psychologists' Network (PIOP)

Sigma Iota Epsilon

Society for Human Resources Management (accredited SPHR) also Senior Certified Professional (SHRM--SCP) designation

Society for Industrial and Organization Psychology

ACADEMIC & PROFESSIONAL HONORS:

William B. Harding Fellowship, Harvard Business School, 1972-73

New Faculty Research Grant, Research Foundation of CUNY (RF10290), 1974

Finalist, Richard D. Irwin Prize for the best doctoral dissertation at the Harvard Business School, 1974

Faculty Research Grant, Research Foundation of CUNY (RF10662), 1975 Finalist, best paper based on doctoral dissertation, Academy of Management, 1976

Faculty Research Grant, Research Foundation of CUNY (RF12382), 1978

Finalist, best competitive paper award, Eastern Academy of Management, 1979

Accredited Personnel Diplomat, American Society for Personnel Administration, 1979

Outstanding Contributed Paper Citation, American Institute for Decision Science, 1980

Finalist, best competitive paper award, Eastern Academy of Management, 1980

Accredited Personnel Diplomat, Personnel Accreditation Institute, 1982

Honorable Mention, Yoder-Heneman Personnel Research Award, American Society for Personnel Administration, 1982

Listed, Who's Who in the East, 1983-84 (19th Ed.) through 2000-2001 (28th Ed.)

Listed, Who's Who in America, 1984-1985 (43rd Ed.) through 2006 (60th Ed.)

Listed, Who's Who in Frontier Science and Technology, 1984-85 (1st Ed.) through 2nd Ed.

Baruch College, Presidential Award for Excellence in Teaching, 1987

Baruch College, Presidential Award for Excellence in Scholarship, 2005

Baruch College, School of Business and Public Administration, Teaching Excellence Award, 1989, 1991, 1992, and 1993

City University Award for Overall Excellence in Research, Service and Teaching, 1999

American Compensation Association, Lifetime Achievement Award, 2000

Nominated for the Rosabeth Moss Kanter Award for The Best Work-Family Article Published in 2003 (for the article in *Community, Work & Family*)

Elected to the Baruch College chapter of Golden Key Society, 2004

OTHER EVIDENCE OF SCHOLARSHIP AND ACADEMIC OR PUBLIC SERVICE:

Conference Participation:

Discussant at paper session entitled, "Examining Alternative Expectancy Constructs," 36th Annual Meeting of the Academy of Management (Kansas City), 1976.

Coordinator, chairperson, and discussant at presentation entitled, "Contingency Theory of Organization: Ten Years later," featuring Jay W. Lorsch (Louis Kirstein Professor of Human Relations, Harvard Business School) at the 15th Annual Meeting of the Eastern Academy of Management (New York), 1978.

Coordinator and discussant at symposium, "Career Development of Technical Professionals: Some Practical Implications for Organizations," 40th Annual Meeting of the Academy of Management (Detroit), 1980.

Chairperson, at competitive paper session entitled, "The Innovation Process," 40th Annual Meeting of the Eastern Academy of Management (Detroit), 1980.

Discussant at symposium, "Personnel Programs for Productivity and Quality of Work Life Improvement," 19th Annual Meeting of the Eastern Academy of Management (Baltimore), 1982.

Coordinator and chairperson of symposium, "Productivity and Organizational Behavior: Interventions That Almost Always Work," 42nd Annual Meeting of the Academy of Management (New York), 1982.

Coordinator of the Productivity Track at the 35th Annual National Meeting of the American Society for Personnel Administration (New York), 1983.

Chairperson of seven sessions at the 35th Annual National Meeting of the American Society for Personnel Administration (New York), 1983: “Behavioral Strategies for Productivity Improvement,” (John Duffy); “Raising Productivity by Sharing Productivity Gains,” (Mitchell Fein); “Job Simplification for Improved Productivity,” (Joseph P. Nevin); “Work Effectiveness for Improved Productivity,” (Robert Janson); “Job Redesign and Productivity,” (Edwin A. Locke); “Organizational Surveys for Productivity Improvement,” (David Sirota and Thomas F Cummings); “Strategies for Controlling Absenteeism and Turnover,” (John R. Hinrichs).

Coordinator and Chairperson of (two-day) Conference, “Managing Human Resources Productivity: Techniques that Work,” Executive Enterprises, (New York), May 1986: “Overview and Framework for the Conference,” (Richard E. Kopelman); “Assessing the Organization for Productivity Improvement Opportunities,” (Jack W. Wiley); “Improving Quality and Productivity by Eliminating Complexity from Work,” (F. Timothy Fuller); “Designing Valid Selection Procedures for Improved Productivity,” (Gerald A. Kesselman); “Predicting Executive Success,” (Melvin Sorcher) “Gainsharing: Getting Off the Ground and Getting Started,” (Mitchell Fein); “Back to Basics: for Improved Productivity,” (Beranrd L. Rosenbaum and Lou-Ellen Barkan); “Organizational Analysis: Its Application to Performance Improvement,” (Gregory S. Whitney); “Employee Improvement: Tapping Employee Creativity and Commitment through Survey Feedback,” (John R. Hinrichs); “Identifying and Managing Obstacles to Planned Change,” (Stephen X. Doyle).

Coordinator of the Organizational Behavior Track, 15th Annual Meeting of the American Institute for Decision Sciences Northeast Region (Williamsburg, Virginia), 1986.

Chairperson of Workshop, “Putting Together the Management Team,” Long Island Area Entrepreneurial Forum (Farmingdale, N.Y.), 1986.

Invited Speaker at Workshop, “Designing Practical Performance Incentives and Productivity Programs,” American Society for Personnel Administration, Metropolitan New York Chapter (New York City), July 1989.

Chairperson of paper session, “Personnel Management and Selection,” 9th Annual Meeting of the Association of Management (Atlantic City, NJ), August 1991.

Invited Speaker, Aaron Diamond Business and Economics Institute Summer Program for Minority Student Academic Advancement – (The Ph.D. Pipeline Program), CUNY, 1992, 1993.

Conference Committee, Baruch College Conference on Workforce Education, “Improving Workforce Competencies: Educational Programs That Work in Culturally Diverse Settings,” (New York City), April 1993.

Discussant at paper session, “Managing Work-Family Conflict in Organizations: Individual and Organizational Approaches,” 57th Annual National Meeting of the Academy of Management (Boston), 1997.

Coordinator and Co-Chair of Symposium, "The Emerging Reality of Unparalleled Competition in Quality and Cost-Effectiveness: The GMFAC Response in Health Care Service Delivery, 35th Annual Meeting of the Eastern Academy of Management (Springfield, Mass), 1998.

Chairperson and Discussant, VIP session of the CASE association, 38th Annual Meeting of the Eastern Management Association, (New York City), May 2001.

Editorial Board Positions:

Consulting Editor, Journal of Social Behavior and Personality, 1985-89
Editorial Advisory Board, National Productivity Review, 1986-2000
Editorial Review Board, Journal of Organizational Behavior Management, 1988-
Consulting Editor, Journal of Psychology, 1997-
Editorial Review Board, Journal of Organizational Excellence, 2000-2005
Editorial Review Board, Global Business and Organizational Excellence, 2007-
Editorial Review Board, Advances in Management, 2008-
Associate Editor, Perceptions, 1991-1994.

Academic Reviews:

Academy of Management Journal, 1988, 1995, 1998, 1999
Academy of Management Review, 1993
Applied Psychology: An International Journal, 2006
Group & Organization Management, 1993
Group & Organization Studies, 1990, 1992
Hong Kong Journal of Business, 1996, 1997, 1998
Hospital & Health Services Administration, 1988, 1989, 1990
Human Relations, 1982, 1986, 1994
IEEE Spectrum, 1979
Journal of Applied Psychology, 1981, 1987, 1988, 1989, 1993
Journal of Applied Social Psychology, 1997
Journal of Business and Psychology, 1986, 2003
Journal of Business Venturing, 2002
Journal of Occupational Psychology, 1984
Journal of Occupational and Health Psychology, 1999
Journal of Occupational and Organizational Psychology, 1997
Journal of Organizational Behavior, 1989, 1990, 1991, 1994, 1995, 1996, 1997, 1998, 1999
Journal of Organizational Behavior Management, 1986, 2005, 2006
Journal of Psychology, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2007, 2008, 2009, 2010, 2011, 2012
Journal of Small Business Management, 2005, 2006
Journal of Social Behavior and Personality, 1986, 1987, 1988, 1989
National Science Foundation Grant Application, 1981
National Productivity Review, 1982
Organizational Behavior and Human Performance, 1983, 1984
Organizational Behavior and Human Decision Processes, 1985, 1988, 1990, 1991

Perceptual and Motor Skills, 2002

Personnel Administrator, 1980, 1981, 1982, 1983, 1986, 1987, 1988

Proceedings, Academy of Management, 1981, 1982, 1986

Proceedings, American Institute for Decision Sciences, Northeast Region, 1983, 1984, 1985, 1986

Proceedings, Association for Business Simulation and Experiential Learning, 1980, 1984

Proceedings, Decision Science Institute, 1993

Proceedings, Northeast Decision Science Institute, 2009

Proceedings, Eastern Academy of Management, 1980, 1983, 1984, 1986, 1990, 2001, 2009

Professional Staff Congress (PSC) / CUNY Research Foundation Grant Review, 1989, 1994, 1999

Psychological Bulletin, 1992

Psychological Reports, 1992, 1993, 2001, 2006

Social Sciences and Humanities Research Council of Canada, 1992

Society for Industrial and Organizational Psychology, Annual Conference, 2006.

Other Academic Activities:

Consulting Research Associate on National Science Foundation sponsored project, "Factors Related to the Use of Scientific and Technical Information (STI) and the Effectiveness of Engineers: A Longitudinal Path Analytic Study," 1977, H. G. Kaufman, Principal Investigator.

Consulting Research Associate on National Science Foundation sponsored project, "Relationship of Continuing Education to Job Performance and Professional Development of Engineers," 1978, H. G. Kaufman, Principal Investigator.

American Psychological Association, Division 14 Committee on Scientific Affairs, 1980-1981.

American Psychological Association, Resource person for the Public Information Office, 1983 to present.

Public Service:

Consultant to two minority and one community organization, Volunteer Urban Consulting Group, Inc., 1975-1978.

Invited speaker on "Obsolescence in Engineering Careers," IEEE Long Island section, October 1985.

Technical reader in psychology, Recordings for the Blind, Inc., 1976-1977.

Invited speaker on "Communication in Organizations," Chinese Economic Development Council of New York, September 1976.

Board of Directors, Day Care Council of Nassau County, 1979-1982.

Board of Directors, Nassau Symphony Orchestra, 1984-1985.

Invited speaker at the Service Core of Retired Executives (SCORE), March 1997.

Institutional Service:

Conducted research for a report prepared by Baruch College Office of College Relations, on the cost of executive turnover, Fall, 1975.

Speaker on "Work Motivation," Nursing Service Administration Program, sponsored by Baruch College and the Mount Sinai School of Medicine, 1977.

Baruch/Cornell Master of Science in Industrial and Labor Relations (MSILR) Program, member of the Joint Committee, 1979 to 1994.

Baruch/Cornell MSILR Program, Academic Co-Director, 1985 to 1998.

Speaker on "Work Motivation," Baruch College Department of Health Care seminar on Cost Containment, Jewish Home and Hospital for the Aged, November 1980.

Speaker on "Performance Feedback for Improved Organizational Effectiveness," at Baruch College Department of Public Administration Workshop, November 1984.

Speaker on "Managerial Communication and Interpersonal Relations," at Baruch College Executive MBA Sponsor's Reception, September 1987.

Commentator at Baruch College Film Festival, "Women and Work in Film," sponsored by the Center for the Study of Women in Business, March 1988.

Speaker on "Managerial Communication and Interpersonal Relations," at Baruch College Executive MBA Sponsor's Reception, November 1989.

Faculty Advisor, Baruch College Student Chapter of the Society for Human Resource Management, 1991-92. Chapter received SHRM's Outstanding Student Chapter award.

Moderator and Speaker at the Business and Economic Institute's minority scholar program (sponsored by the Aaron Diamond Foundation), "Current Topics in Management," January 1992.

Faculty Advisor, Baruch College Student Chapter of the Society for Human Resource Management, 1992-1993. Chapter received SHRM's Outstanding Student Chapter award, and chapter President, Kevin Corriea, received the National's Leonard R. Brice award for outstanding student member of SHRM (out of approximately 10,000 student members).

Advisory Committee, Baruch College School of Education Conference on Workplace Literacy, April 16, 1993.

Speaker at the Business and Economic Institute's minority scholar program (sponsored by the Aaron Diamond Foundation), "A Career as a Professor of Management," July 1993.

Inaugural Speaker at the Executive MBA Alumni Association's 1st Dinner Meeting Series, "Using Thought Transmission for Improved Interpersonal Communication: Or, How to Get Your Assistant to Show Up for Work on Time," November 1994.

Speaker on "Sources of Data." Invited talk to Organizational and Policy Studies Ph.D. students, 1996.

Case study presentation, Honors MBA program orientation, August 2004, August 2005.

Faculty representative and Keynote Speaker at Baruch's Inaugural Employer Appreciation Breakfast, May 2006 (accompanied by two MSILR alumnae who spoke about their appreciation for employer support)

SCOPE OF TEACHING:

Courses Taught:

Bus. 4093H Managing Individual and Organizational Performance (Zicklin Undergraduate Honors Program)--ZUHP
 Mgt. 2120 Fundamentals of Management
 Mgt. 3300 Behavioral Science and Management
 Mgt. 4380 The Management of Organizational Productivity
 Mgt. 4420 Management of Compensation
 Mgt. 8100 Fundamentals of Management
 Mgt. 9300 Management: A Behavioral Approach (MBA)
 Mgt. 9300 The Behavioral Sciences and Business (XMBA)
 Mgt. 9370 Research Methodology in Organizations
 Mgt. 9380 The Management of Productivity in Work Organizations
 Mgt. 9420 Management of Compensation
 Mgt. 9430 Managerial Careers and Interpersonal Relations (9771)
 Mgt. 99002 Thesis Alternative II
 PAF 9124 Management: A Behavioral Approach
 PAF 9170 Research Methodology in Organizations
 Bus. U874A Behavioral Science Foundations I (doctoral)
 Bus. 9600 Human Resource Management (XMBA)

Developed New Courses:

Bus. 4093H Managing Individual and Organizational Performance (Zicklin Undergraduate Honors Program)--ZUHP
 Bus. 9600 Human Resource Management (XMBA Program)
 Mgt. 4380 The Management of Organizational Productivity
 Mgt. 9380 The Management of Productivity in Work Organizations
 Mgt. 9430 Managerial Careers and Interpersonal Relations (9771)

Mgt. 9771 Seminar: Careers in Organizations

New Learning Materials Developed:

Organizational Behavior Survey of Attitudes and Practices: developed circa 1995. I collect data—on a voluntary and anonymous basis—that are used for pedagogical purposes only. For example, I am able to give the class feedback on their views regarding human motivation (Theory X/Y) and performance-based pay. Organizational practices data are used so that students can correlate such practices with their ratings of organizational performance. This ties in closely with their Statistics course.

Cognitive Heuristics problem set: developed circa 1997. Students complete problems in class—on a voluntary and anonymous basis—which yield demonstrations of various decision biases as the anchoring effect, overconfidence, and familiarity. Results are provided on an immediate basis by using a detachable scoring sheet.

The case, “I Follow a Garbage Truck,” is used as a vehicle to illustrate the importance of the GMFAC framework. This class meeting is followed by distribution of the “Case of the Missing Charts” developed circa 1999 as a written homework assignment.

The “Case of the Missing Charts” is used to give students an opportunity to apply the GMFAC concepts that were discussed in the prior class meeting. (Most students do not apply the GMFAC concepts on their first attempt.) However, the relevance of these concepts is clarified by providing the article entitled “GMFAC” that was published in November 2003.

Dale and Schumann Harvard Business School cases role-playing exercise: developed circa 1998. Students demonstrate the “right” and “wrong” way to have a managerial conversation.

The case, “The Redesigned Office,” developed circa 1998 (and published recently by the European Case Clearing House) is used to illustrate some pitfalls in organizational communication. It is followed by the sequel, “A New Concept in Psychiatry,”—also published recently by ECCH—which reveals a surprising outcome.

The Bio-Tek case, co-authored in 1988 with a former student (and published by Lord Publishing) is used to illustrate numerous organizational behavior concepts. Last fall, the former student attended a discussion of the case under the pretense of being interested in joining the MBA program. Results were electric.

To illustrate the difficulty of implementing dramatic change, students are given 1000 shares of stock and a proxy ballot in New England Wire & Cable. They vote their shares after competing presentations at the annual shareholder meeting by the Chairman of the Board and by an arbitrageur: a 16-minute segment of “Other People’s Money.” After they vote their shares, the movie resumes and the outcomes in the movie and real life are revealed. I have been using the proxy ballots since about 1998.

MBA and MS Programs:

Thesis supervision, 1973 to 1998 (approximately 25 completed theses). Graduate supervision, 1977-1985. Thesis Alternative Supervision, 1997 to 2001 (approximately 50 candidates)

Ph.D. Program:

Coordinator, Organizational Behavior and Policy Studies, 1988 to 1996; dissertation committee for seven candidates -- chair for three candidates; position paper examination for thirteen candidates; oral comprehensive examination committee for twenty candidates; written comprehensive examination committee for twenty-three candidates; developed preliminary research paper exercise for OPS area; elected to Ph.D. Program Executive Committee, 1991 to 1996.

Dissertation Chair, (Eileen Jahn; George Sebastian, Elizabeth A. Letzler, Leanna D. Lawter).

INSTITUTIONAL SERVICE:

College and Schools:

School of Business and Public Administration, Committee on Library, 1974-1983

Baruch College Faculty Senate, 1974-1976

Baruch College Committee on Innovative Teaching, 1975-

Baruch College Committee on Ceremonial Occasions, 1977-1979

CUNY Baccalaureate Program, Faculty Advisor, 1978-1981

Marshal, Baruch College Commencement Exercise, 1980

Baruch College Research Colloquium, Founding Member, 1980-

CUNY Faculty Senate (1st Alternate), Baruch College Representative, 1980-1981

CUNY Faculty Senate, Fiscal Affairs Committee, 1980-1981

CUNY Faculty Senate, Baruch College Representative, 1981-1982

Baruch College Faculty Senate, Committee on Policy and Budget, 1981

Baruch Scholar Program, Faculty Interviewer, 1982

Baruch College Faculty Senate, Committee on Academic Freedom and Responsibility, 1983

School of Business and Public Administration, Academic Review Committee, 1986-1988

Baruch College, Promotion and Budget (P&B) Committee, 1989-1992

Baruch College, P&B Subcommittee on Promotion Criteria, 1992

Aaron Diamond Foundation Mentor, 1992-1995

Baruch College, School for Public and Non-Profit Administration, Implementation Task Force, Budget Committee, 1994

School of Public Affairs, P&B Committee, 1994-1997

School of Public Affairs, ad hoc committee on Core Courses, 1994

School of Public Affairs, Graduate Curriculum Committee, 1996-

Baruch College, Undergraduate Honors Program Faculty Committee, 1997-1998

Baruch College, Faculty Development Advisory Committee, 1999

Faculty Advisor, Sigma Iota Epsilon (National honor society for undergraduate and graduate students of management), 2002-

Zicklin School of Business, Co-chair of Service Excellence Initiative, 2003-6, Faculty Member, 2006- (This initiative for the first time recognized, and rewarded, outstanding work on the part of administrative assistants and office assistants.)

College and School Search Committees:

Baruch College, Chief Librarian Search Committee, 1988-1989
School of Business and Public Administration, Assistant Director of Executive Education Search Committee, 1989-1990
School of Business and Public Administration, Director of Executive Education Search Committee, 1990
Baruch College, Presidential Search Committee (faculty representative from the School of Business and Public Administration) 1990-1991
Baruch College, Director of the National Center for the Study of Collective Bargaining in Higher Education and the Professions Search Committee, 1993
Baruch College, Director of the William Newman Real Estate Institute Search Committee, 1995
School of Public Affairs, Search Committee for Dean, 1995
Baruch College, Dean, Faculty & Staff Relations and Counsel to the President Search Committee, 1996
School of Public Affairs, Search Committee for Dean, 1997-1998
School of Public Affairs, Search Committee for Dean, 1998-1999
Department of Psychology, Search Committee for Chair, 1999-2000
Baruch College, Chair of Search Committee for Director, Office of Human Resources, 2004-2005
Baruch College, Chair of Search Committee for Director, Office of Human Resources, 2005

Graduate School and Programs:

Speaker at Ph.D. Seminar on Organizational Behavior, annually, 1974-1985
Admitted to Ph.D. Faculty, 1977
Served on numerous Ph.D. dissertation, position paper, written, and oral examination committees, 1977-
Graduate Committee on Academic Standing, 1977-1988
Secretary, Graduate Committee on Academic Standing, 1977-1982
Chairperson, Graduate Committee on Academic Standing, 1982-1988
Graduate Supervisor, Management Department, 1977-1978, 1980-1985
Developed and taught three new MBA courses
MBA thesis supervision to 23 students
Baruch/Cornell MSILR Program Joint Committee, 1979-1993
Baruch/Cornell MSILR Program Academic Co-Director, 1985-1998
Graduate Faculty Ad Hoc Committee to revise the Graduate Faculty Bylaws, 1985-1987
Graduate Faculty Interim Curriculum Committee, 1987
Executive MBA, Admissions Committee, 1992-1995
Baruch Executive MSILR Program, Academic Co-Director, 1994-
School of Public Affairs, ad hoc curriculum committee on Executive Programs, 1995-1996
School of Business, Committee on the Revision of the Curriculum of the Executive MBA Program, 1995-1996
Health Care Administration MBA Program Steering Committee, 1996-
Zicklin School of Business, Committee on Assessment (Management Department Representative), 1997-1999
Co-Chair, School of Business Assessment Committee, Focus Group Sub-Committee,

1998

Member, Baruch/Mt. Sinai MBA in Health Administration Steering Committee, 1999-

Department:

Departmental representative, Baruch College Committee on Social Affairs, 1973-1978

Coordinator, commencement exercises, 1974-1978

Graduate Curriculum Committee, 1978-1979

Committee on Committees, 1978-1984

Chairperson, Curriculum Committee, 1979-1987

Area Coordinator, Organizational Behavior, 1980-1989

Executive Committee, 1981-1990

Coordinator, Departmental Self-Assessment Project 1997-1999

Executive Committee, 2002-2008

Management Department representative to the Marketing Department's New Faculty

Compensation Committee, 2002-