

CURRICULUM VITAE

DAVID B. BALKIN

Work Address

Leeds School of Business
University of Colorado
Boulder, CO 80309
(303) 492-5780
E-mail: david.balkin@colorado.edu

EDUCATION

Doctor of Philosophy in Human Resource Management, *University of Minnesota* Graduate School of Business.

Master's Degree in Human Resource Management, with Economics and Psychology as supporting areas, *University of Minnesota* Graduate School of Business.

Bachelor's Degree in Political Science, **University of California at Los Angeles (UCLA)**.

FACULTY APPOINTMENTS

- 1995-2012 Professor of Management, Management Division, Leeds School of Business, *University of Colorado*, Boulder, CO 80309
- 1999-2007 Department Chair, Management Division, Leeds School of Business, *University of Colorado*, Boulder, CO 80309
- 1990-1995 Associate Professor of Management, College of Business and Administration, *University of Colorado*, Boulder, CO 80309.
- 1988-1990 Assistant Professor of Management, Division of Strategy and Organization Management, College of Business and Administration, *University of Colorado*, Boulder, CO 80309.
- 1985-1988 Assistant Professor of Management, Department of Management, College of Business Administration, *Louisiana State University*, Baton Rouge, LA 70803.
- 1981-1985 Assistant Professor of Management, Human Resources Group, College of Business Administration, *Northeastern University*, Boston, MA 02115.

Teaching interests are in Executive Leadership, Management Theory, Management of Reward Systems and Corporate Social Responsibility.

Research program focuses on Executive Compensation and Compensation Strategy, Knowledge Management, Innovation and Entrepreneurship.

HIGH IMPACT PUBLICATIONS (SSCI Journal Impact Factor >2.000)

- Werbel, J., & Balkin, D. 2010. "Are Human Resource Practices Linked to Employee Misconduct? A Rational Choice Perspective," *Human Resource Management Review*, 20, 317-326.
- DeCastro, J., Balkin, D., & Shepherd, D. 2008. "Piracy as Strategy: A Reexamination of Product Piracy," *Journal of Business Venturing*, 23, 75-90.
- Balkin, D., and Richebe, N. 2007. "A Gift Exchange Perspective on Organizational Training." *Human Resource Management Review*, 17, 52-62.
- Balkin, D., and Swift, M. 2006. "Top Management Team Compensation in High-Growth Technology Ventures." *Human Resource Management Review*, 16, 1-11.
- Markman, G., Gianiodis, P., Phan, P., & Balkin, D. 2005. "Innovation Speed: Transferring University Technology to Market. *Research Policy* , 34, 1058-1075.
- Markman, G., Baron, R., & Balkin, D. 2005. "Are Perseverance and Self-Efficacy Costless? Assessing Entrepreneurs' Regretful Thinking," *Journal of Organizational Behavior*, 26, 1-19.
- Markman, G., Phan, P., Balkin, D., & Gianiodis, P. 2005. "Entrepreneurship and University-Based Technology Transfer", *Journal of Business Venturing*, 20:2, 241-263.
- Tremblay, M., Cote, J., & Balkin, D. 2003. "Explaining Sales Pay Strategy Using Agency, Transaction Cost and Resource Dependence Theories." *Journal of Management Studies*, 40, 1651-1682.
- Markman, G., Balkin, D., & Baron, R. 2002. "Inventors and New Venture Formation: The Effects of General Self-efficacy and Regretful Thinking." *Entrepreneurship Theory & Practice*, Winter, 149-165.
- Balkin, D., & Gomez-Mejia, L. 2002. "Explaining the Gender Effects of Faculty Pay Increases: Do the Squeaky Wheels get the Grease?" *Group & Organization Management*, 27, 352-373.
- Balkin, D., Markman, G., & Gomez-Mejia, L. 2000. "Is CEO Pay in High Technology Firms Related to Innovation?" *Academy of Management Journal*, 43, 1118-1129.
- Tremblay, M., Sire, B., & Balkin, D. 2000. "The Role of Organizational Justice in Pay and Employee Benefit Satisfaction, and its Effects on Work Attitudes." *Group & Organization Management*, 25:3, 268-289.
- Balkin, D., & Montemayor, E. 2000. "Explaining Team-based Pay: A Contingency Perspective Based on the Organizational Life Cycle, Team Design and Organizational Learning Literatures." *Human Resource Management Review*, 10:3, 249-269.

Welbourne, T., Balkin, D., & Gomez-Mejia, L. 1995. "Gainsharing and Mutual Monitoring: A Combined Agency-Organizational Justice Interpretation," *Academy of Management Journal*, 38, 881-899.

Gomez-Mejia, L. & Balkin, D. 1992. "The Determinants of Faculty Pay: An Agency Theory Perspective," *Academy of Management Journal*, 35, 921-955.

Selected as **Best Article of the Year** published in the *Academy of Management Journal* in 1992.

Farh, J., Griffeth, R., & Balkin, D. 1991. "Effects of Choice of Pay Plans on Satisfaction, Goal Setting, and Performance," *Journal of Organizational Behavior*, 12, 55-62.

Balkin, D. & Gomez-Mejia, L. 1990. "Matching Compensation and Organizational Strategies," *Strategic Management Journal*, 11, 153-169.

Gomez-Mejia, L. & Balkin, D. 1987. "Dimensions and Characteristics of Personnel Manager Perceptions of Effective Drug Testing Programs," *Personnel Psychology*, 40:4, 745-763.

Balkin, D. & Gomez-Mejia, L. 1987. "Toward a Contingency Theory of Compensation Strategy," *Strategic Management Journal*, 8, 169-182.

Gomez-Mejia, L. & Balkin, D. 1984. "Faculty Satisfaction with Pay and Other Job Dimensions Under Union and Nonunion Conditions," *Academy of Management Journal*, 27:3, 591-602.

Balkin, D. & Gomez-Mejia, L. 1984. "Determinants of R&D Compensation Strategies in the High Tech Industry," *Personnel Psychology*, 37:4, 635-650.

OTHER PUBLICATIONS

Kira, M., Balkin, D., & San, E. 2012. "Authentic Work and Organizational Change: Some Longitudinal Evidence from a Merger," *Journal of Change Management*. (forthcoming).

Balkin, D., & Mello, J. 2011. "Facilitating and Creating Synergies Between Teaching and Research: The Role of the Academic Administrator," *Journal of Management Education* (forthcoming).

Kira, M., Eijnatten, F. M. Van, & Balkin, D. 2010. "An Overture to Crafting Sustainable Work," *Journal of Organizational Change Management*, 23, 616-632.

Swift, M., Balkin, D., & Matusik, S. 2010. "Goal Orientations and the Motivation to Share Knowledge," *Journal of Knowledge Management*, 14:3, 378-393.

DeCastro, J., Balkin, D., & Shepherd, D. 2007, Spring. "Knock-off or Knockout? Product Piracy is a Prevalent, if Commercially Worrying, Practice." *Business Strategy Review*, 28-32.

- Markman, G., Gianiodis, P. Phan, P. & Balkin, D. 2004 "Entrepreneurship from the Ivory Tower: Do Incentive Systems Matter?" *Journal of Technology Transfer*, 29: 3/4, 353-364.
- Klarsfeld, A., Balkin, D., & Roger, A. 2003. "Pay Policy within a French Firm: The case of Skill Based Pay in a Process Technology Context." *Journal of High Technology Management Research*, 14, 47-70.
- McDermott, C., Markman, G., & Balkin, D. 2003. "Operations Strategy and New Venture Formation: A Conceptual Synthesis," *Management Research*, 1: 195-205.
- Markman, G., Balkin, D., & Schjoedt, L. 2001. "Governing the Innovation Process in Entrepreneurial Firms." *Journal of High Technology Management Research*, 12, 273-293.
- Balkin, D., & Markman, G. 2001. "The Determinants of Team Rewards in Entrepreneurial Firms." *International Journal of Entrepreneurship and Innovation Management*, 1:2, 178-193.
- Balkin, D., Tremblay, M., & Westerman, J. 2001. "Workplace Innovations in Large, Unionized, Canadian Organizations." *Journal of Business and Psychology*, 15:3, 439-448.
- Dolan, S., Belout, A., & Balkin, D. 2000. "Downsizing without Downgrading: Learning how Firms Manage their Survivors." *International Journal of Manpower*, 21:1, 34-47.
- Balkin, D., Roussel, P., & Schjoedt, L. 1999. "Variable Pay Across Borders: The Case of France." *International HR Journal*, 8:1, 43-49.
- Balkin, D., Dolan, S., & Forgues, K. 1997. "Rewards for Team Contributions to Quality," *Journal of Compensation and Benefits*, 13:1, 41-46.
- Balkin D. 1994. "Comment: Managing the Inherent Bias in Personnel Evaluation," *Journal of Management Inquiry*, 3:1, 96-97.
- Balkin D. & Bannister, B. 1993. "Explaining Pay Forms for Strategic Employee Groups in Organizations: A Resource Dependence Perspective," *Journal of Occupational and Organizational Psychology*, 66, 139-151.
- Ringer, R., Balkin, D., & Boss, W. 1993. "Managing Employee Emotion," *HR Magazine*, 38:5, 140-144.
- Balkin D. & Griffeth, R. 1993. "Determinants of Employee Benefits Satisfaction," *Journal of Business and Psychology*, 7, 323-339.
- Miller, J., Balkin, D., & Allen, R. 1993. "Employer Restrictions on Employees' Legal Off-Duty Conduct," *Labor Law Journal*, 44, 208-219.

Balkin, D., & Miller, J. 1993. "Hidden Benefits," *Human Resources Professional*, 9:5, 19-23.

Balkin, D. 1992. "Managing Employee Separations with the Reward System," *Academy of Management Executive*, 6:4, 64-71.

Reprinted in: Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. 1994. *Readings in Human Resource Management*, Burr Ridge, IL: Austen Press.

Balkin, D. & Allen, R. 1992. "The Disclosure of Executive Pay and Labor Relations: An Organizational Justice Perspective," *Journal of Individual Employee Rights*, 1:4, 357-367.

Carson, K. & Balkin, D. 1992. "An Employee Assistance Model of Health Care Management for Employees with Alcohol-Related Problems," *Journal of Employment Counseling*, 29, 146-156.

Gomez-Mejia, L., Balkin, D., & Milkovich, G. 1990. "Rethinking your Rewards for Technical Employees," *Organizational Dynamics*, 18:4, 62-75.

Reprinted in: Katz, R. 1997. *The Human Side of Managing Technological Innovation*. New York: Oxford University Press.

Bannister, B., & Balkin, D. 1990. "Performance Evaluation and Compensation Feedback Messages: An Integrated Model," *Journal of Occupational Psychology*, 63, 97-111.

Gomez-Mejia, L., Balkin, D., & Welbourne, T. 1990. "Influence of Venture Capitalists on High Tech Management," *Journal of High Technology Management Research*, 1:1, 90-106.

Gomez-Mejia, L. & Balkin, D. 1989. "Effectiveness of Individual and Aggregate Compensation Strategies," *Industrial Relations*, 28, 431-445.

Balkin, D. 1989. "Union Influences on Pay Policy: A Survey," *Journal of Labor Research*, 10, 299-310.

Balkin, D. 1989. "Union Influence on Faculty Satisfaction with Compensation and Resources," *Journal of Collective Negotiations in the Public Sector*, 18, 317-328.

Balkin, D. 1988. "Compensation Strategy for Firms in Emerging and Rapidly Growing Industries," *Human Resource Planning* 11, 207-214.

Gomez-Mejia, L. & Balkin, D. 1988. "The Effects of Pay Compression in an Academic Environment: An Empirical Enquiry," *International Journal of Management*, 5:1, 15-21.

Balkin, D. & Logan, J. 1988. "Developing Reward Policies that Support Entrepreneurship," *Compensation and Benefits Review*, 20:1, 18-25.

Balkin, D. 1987. "Compensation Strategies and R&D Staff," *Topics in Total Compensation*, 2:2, 207-215.

Dolan, S. & Balkin, D. 1987. "A Contingency Model of Occupational Stress," *International Journal of Management*, 4:3, 328-340.

Gomez-Mejia, L. & Balkin, D. 1987. "Pay Compression in Business Schools: Causes and Consequences," *Compensation and Benefits Review*, 19:5, 43-55.

Gomez-Mejia, L. & Balkin, D. 1987. "The Determinants of Managerial Satisfaction with the Expatriation and Repatriation Process," *The Journal of Management Development*, 6:1, 7-17.

Gomez-Mejia, L. & Balkin, D. 1985. "Managing a High Tech Venture," *Personnel*, 62:12, 31-36.

Balkin, D. & Gomez-Mejia, L. 1985. "Compensation Practices in High Technology Industries," *Personnel Administrator*, 30:6, 111-123.

Reprinted in: *Compensation*, 1987. Personnel Administrator Reprint Collection Series.

Balkin, D. & Groeneman, S. 1985. "The Effect of Incentive Compensation on Recruitment: The Case of the Military," *Personnel Administrator*, 30:1, 29-34.

Gomez-Mejia, L. & Balkin, D. 1984. "Union Impacts on Secretarial Earnings: A Public Sector Case," *Industrial Relations*, 23:1, 97-102.

Balkin, D. 1984. "Strike Experience Under Choice of Procedures in Minnesota Where the Public Employer has the Choice," *Journal of Collective Negotiations in the Public Sector*, 13:2, 117-122.

Balkin, D. 1984. "The Effect of Unions on the Compensation of Secretaries in the Municipal Government," *Journal of Collective Negotiations in the Public Sector*, 13:1, 29-37.

Gomez-Mejia, L. & Balkin, D. 1980. "Classifying Work Related and Personal Problems of Troubled Employees," *Personnel Administrator*, 25:11, 27-32.

Reprinted in: *Employee Assistance Programs*, 1983. *Personnel Administrator* Reprint Collection Series; also reprinted in: Pearlman, K., Schmidt, F. & W. C. Hamner, 1983. *Contemporary Problems in Personnel*, third ed., NY: John Wiley & Sons.

Gomez-Mejia, L. & Balkin, D. 1980. "Can Internal Management Training Programs Narrow the Male-Female Gap in Managerial Skills," *Personnel Administrator*, 25, 77-83.

RESEARCH IN PROGRESS AND UNDER REVIEW

Bueschgens, T., Bausch, A., and Balkin, D. "Organizational Climate for Innovation: An Integrative Review," (revise and resubmit to *Journal of Product Innovation Management*).

Jaskiewicz, P., Uhlenbruck, K., Balkin, D., & Reay, T. "Is Nepotism Good or Bad? A Social Exchange Perspective on Types of Nepotism," (submitted to *Family Business Review*).

Balkin, D., & Schjoedt, L. "Managing Diversity in the French Foreign Legion," (conditional acceptance at *Organizational Dynamics*).

Kira, M., Balkin, D., & San, E. "Authentic Work: Alignment between Work Identity and Work," (submitted to *Academy of Management Review*)

BOOKS AND BOOK CHAPTERS

Gomez-Mejia, L., Balkin, D., & Cardy, R. 2012. *Managing Human Resources* (7th ed.). Upper Saddle River, NJ: Pearson/Prentice-Hall.

Gomez-Mejia, L. & Balkin, D. 2012. *Management: People, Performance and Change*. Upper Saddle River, NJ: Pearson/Prentice-Hall.

Gomez-Mejia, L., Balkin, D., & Cardy, R. 2010. *Managing Human Resources* (6th ed.). Upper Saddle River, NJ: Pearson/Prentice-Hall.

Balkin, D. 2008. "Explaining High CEO Pay in a Global Context: An Institutional Perspective." In S. Werner and L. Gomez-Mejia (Eds.), *Global Compensation*, London: Routledge.

Balkin, D., & Schjoedt, L. 2008. "Teaching HR to Undergraduate Students: The Colorado and Copenhagen Business School Approaches," in V. Scarpello (Ed.), *The Handbook of Human Resource Management Education: Promoting an Effective and Efficient Curriculum*. Thousand Oaks, CA: Sage Publications.

Gomez-Mejia, L., Balkin, D., & Cardy, R. 2008. *Management* (3rd ed.). Burr Ridge, IL: McGraw-Hill Irwin.

St-Onge, S., Commeiras, N., & Balkin, D. 2007. "Pay for Performance: What We Know and Paths for Future Research." In S. St-Onge and V. Haines (Eds.), *Management of Work Performance*: pp. 331-379, Brussels, Belgium: de boeck (translated from the French).

Gomez-Mejia, L., Balkin, D., & Cardy, R. 2007. *Managing Human Resources* (5th ed.). Upper Saddle River, NJ: Pearson/Prentice-Hall.

Balkin, D., & Swift, M. 2006. "Compensation Strategy in New Ventures," in R. Heneman & J. Tansky (Eds.), *Human Resource Strategies for the High Growth Entrepreneurial Firm*. Greenwich, CT: Information Age Publishing: pp. 135-160.

- Gomez-Mejia, L., Balkin, D., & Cardy, R. 2005. *Management* (2nd ed.). Burr Ridge, IL: McGraw-Hill Irwin.
- Gomez-Mejia, L., Balkin, D., & Cardy, R. 2004. *Managing Human Resources* (4th ed.). Upper Saddle River, NJ: Prentice-Hall.
- Markman, G., Baron, R., & Balkin, D. 2003. "The Role of Regretful Thinking, Perseverance, and Self-Efficacy in Venture Formation," in J. Katz & D. Shepherd (Eds.), *Cognitive Approaches to Entrepreneurship Research*. Oxford, UK: Elsevier.
- Gomez-Mejia, L., & Balkin, D. 2002. *Management*. Burr Ridge, IL: McGraw-Hill Irwin.
- Gomez-Mejia, L., Balkin, D., & Cardy, R. 2001. *Managing Human Resources* (3rd ed.). Upper Saddle River, NJ: Prentice-Hall.
- Markman, G., Baron, R., & Balkin, D. 2000. "A Cognitive Approach to Explaining Technology-Based Venture Creation," in P. Reynolds and W. Bygrave (Eds.), *Frontiers of Entrepreneurship Research*. Babson Park, MA: Center for Entrepreneurial Studies Babson College.
- Balkin, D., & Markman, G. 2000. "The Determinants of Team Compensation in Entrepreneurial Organizations," in J. Paretti and P. Roussel (Eds.), *Compensation Policy in the Twenty First Century*. Paris: Vuibert.
- Gomez-Mejia, L., Balkin, D., & Cardy, R. 1998. *Managing Human Resources*, (2nd ed.). Upper Saddle River, NJ: Prentice-Hall.
- Tremblay, M., Cote, J., & Balkin, D. 1996. "Influence of Agency Theory in Explaining the Role of Salary for Sales Representatives," in A. Fericelli and B. Sire (Eds.), *Performance and Human Resources*, Paris: Economica.
- Balkin, D., DeCastro, J., & Meyer, G. (Eds.), 1996. *Public Policy and the Management of Innovation in Technology-Based Entrepreneurship*. Greenwich, CT: JAI Press.
- Gomez-Mejia, L., Balkin, D., & Cardy, R. 1995. *Managing Human Resources*, Englewood Cliffs, NJ: Prentice-Hall.
- Gomez-Mejia, L. & Balkin, D. 1992. *Compensation, Organizational Strategy and Firm Performance*, Cincinnati, OH: Southwestern.
- Balkin, D. & Gomez-Mejia, L. (Eds.). 1987. *New Perspectives on Compensation*, Englewood Cliffs, NJ: Prentice-Hall.
- Balkin, D. & Gomez-Mejia, L. 1988. "Entrepreneurial Compensation," in R. Schuler & S. Youngblood (eds.), *Readings in Personnel and Human Resource Management*, 3rd edition, St. Paul: West.

Balkin, D. & Gomez-Mejia, L. 1986. "Toward a Contingency Theory of Compensation Strategy," in S. Rynes and G. Milkovich (eds.), *Perspectives on Human Resource Management*, Plano, TX: BPI.

PROCEEDINGS

Markman, G., Balkin, D., & Schjoedt, L. "Governing the Innovation Process in Entrepreneurial Firms," *Proceedings of the Eastern Academy of Management*, Danvers, MA, 2000.

Balkin, D., & Gomez-Mejia, L. R. "Explaining the Gender Effects on Faculty Pay Increases: Do the Squeaky Wheels Get the Grease?" *Best Paper Proceedings of the Academy of Management* (electronic version), Cincinnati, Ohio, 1996.

Dolan, S., Forgues, K., & Balkin, D. "Selected Aspects of Compensation, TQM and Organizational Success: Defining and Enlarging the Agenda," in Loren Falkenberg (ed.), *Proceedings of the Administrative Sciences Association of Canada*, Windsor, Ontario, Canada, 1995.

Balkin, D. & Griffeth, R. "Determinants of Employee Benefits Satisfaction," in Kelly Vaverek (ed.), *Proceedings of the Southwest Division Academy of Management*, San Antonio, TX 1992.

Balkin, D. "Explaining Pay Forms in Organizations: A Resource Dependence Perspective," in Sandra Hartman (ed.), *Proceedings of the Southwest Division Academy of Management*, Dallas, TX, 1990.

Carson, K. & Balkin, D. "An Employee Assistance Model of Health Care Management for Employees with Alcohol-Related Problems," in Donna E. Ledgerwood (ed.), *Proceedings of Southwest Division Academy of Management*, New Orleans, LA, 1989.

Gomez-Mejia, L. & Balkin, D. "Dimensions and Characteristics of Effective Drug Testing Programs," in Kimberly B. Boal (ed.), *Best Papers Proceedings of the Western Academy of Management*, Big Sky, Montana, 1988.

Balkin, D. "The Union Influence on Pay Policy," in Lawrence H. Peters and Kelly A. Vaverek (eds.), *Proceedings of the Southwest Division Academy of Management*, San Antonio, TX, 1988.

Gomez-Mejia, L. & Balkin, D. "The Psychological and Behavioral Correlates of Pay Compression: A Longitudinal Study," in Lawrence H. Peters and Kelly A. Vaverek (eds.), *Proceedings of Southwest Division Academy of Management*, San Antonio, TX, 1988.

Gomez-Mejia, L., Balkin, D., & Welbourne, T. "The Influence of Venture Capitalists on Human Resource Management Practices in the High Technology Industry," in Luis Gomez-Mejia and Michael Lawless (eds.), *Proceedings of Managing the High Technology Firm*, Boulder, CO, 1988.

Balkin, D. & Gomez-Mejia, L. "Relationship Between Incentive Pay and Pay Effectiveness for Scientists and Engineers," in Arthur G. Bedeian and Antoinette S. Phillips (eds.), *Proceedings of Southwest Division Academy of Management*, Houston, TX, 1987.

Gomez-Mejia, L. & Balkin, D. "An Empirical Study of Managerial Satisfaction with the Expatriation and Repatriation Process," in Dennis F. Ray (ed.), *Proceedings of the Southern Management Association*, New Orleans, LA, 1982.

PRESENTED CONFERENCE PAPERS

- Balkin, D., & Mello, J. "The role of the Academic Administrator in Better Aligning Teaching and Research," presented at the national Academy of Management Conference, San Antonio, Texas, August 16, 2011.
- Kira, M., Balkin, D., & San, E. "Authentic Work and Organization Change," presented at the European Group of Organizational Studies (EGOS) Conference, Gothenburg, Sweden, July 8, 2011.
- Balkin, D. "Commentary: Owners' Strategizing in the Family Firm," presented at the Theories of Family Enterprise Conference, WHU School of Management, Vallendar, Germany, May 19, 2011.
- Balkin, D. "Rethinking Rewards as if Ethics Mattered," given at the symposium "Unintended Consequences of Contingent Reward Systems," presented at the Southern Management Association Conference, St. Pete Beach, Florida, October 29, 2010.
- Bueschgens, T., Bausch, A., and Balkin, D. "Organizational Culture and Climate for Innovation: An Integrative Review", presented at the Technology and Innovation Management Division of the national Academy of Management Conference, Montreal, Canada, August 9, 2010.
- Kira, M., and Balkin, D. "Collective Work Crafting for Sustainable Work: Promoting Meaningful and Developmental Work," presented at the Strategic Human Resource Management Research Workshop, Barcelona, Spain, April 20, 2010.
- Jaskiewicz, P., Uhlenbruck, K., Balkin, D., & Reay, T. "Nepotism and its Link to Tacit Knowledge: putting some old Myths to Rest," presented to the Human Resources Division of the National Academy of Management Conference, Chicago, Illinois, August 11, 2009.
- Kira, M., Balkin, D., & Van Eijnatten, F. "An Overture to Sustainable Work Crafting," presented to the Human Resources Division of the National Academy of Management Conference, Chicago, Illinois, August, 10, 2009.
- Werbel, J., & Balkin, D. "Are Human Resource Practices Linked to Employee Misconduct? A Rational Choice Perspective," presented to the Social Issues in Management Division of the National Academy of Management Conference, Anaheim, California, August 11, 2008.
- Swift, M., Balkin, D., & Matusik, S. "The Social Exchange of Knowledge: A Theoretical Model of Knowledge Source Sharing Behaviors," presented to the Organization and Management Theory Division of the National Academy of Management Conference, Atlanta, Georgia, August 14, 2006.
- Balkin, D. "HR Education: Its Present and Its Future," one of the speakers at a Symposium organized for the Human Resources Division of the Academy of Management National Conference, Atlanta, Georgia, August 15, 2006.
- Balkin, D. "Integrating HR/OB and Entrepreneurship: A Research Incubator," provided one of the facilitator roles at a professional development workshop (PDW) presented by the Human Resources and Entrepreneurship Divisions of the Academy of Management National Conference, Atlanta, Georgia, August 12, 2006.
- Balkin, D., & Swift, M. "Top Management Team Compensation in New Ventures," presented to the Southern Management Association, Charleston, South Carolina, November 12, 2005.
- Balkin, D., & Richebe, N. "A Gift Exchange Perspective on Organizational Training," presented

to the Human Resources Division of the National Academy of Management Conference, Honolulu, Hawaii, August 9, 2005.

Schjoedt, L., Balkin, D., & Baron, R. "Job Satisfaction; Comparing Effects of the Situational, Dispositional, and Interactional Approaches," presented to the Organizational Behavior Division of the National Academy of Management Conference, Honolulu, Hawaii, August 8, 2005.

Schjoedt, L., Balkin, D., & Baron, R. "How Does the Person, Job, or Their Interaction Influence Entrepreneurial Outcomes – An Exploratory Study of the Influence of Individual-level Factors on Entrepreneurial Outcomes," presented at the Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA, June 10, 2005.

Markman, G., Gianiodis, P., Balkin, D., & Phan, P. "University Technology Transfer: On the Intersection Between Strategy, Structure, and Pay and the Link to Licensing Revenues and Firm Creation," presented to the Strategic Management Society international conference, Baltimore, MD, November 10, 2003.

Winner of the 2003 McKinsey Prize for Best Research Paper at SMS Conference

Markman, G., Gianiodis, P., & Balkin, D. "Strategy, Structure, Incentives Systems and Universities' Successful Technology Commercialization," presented to the Technology and Innovation Management Division of the National Academy of Management meeting, Seattle, Washington, August 5, 2003.

Markman, G., Gianiodis, P., Balkin, D., & Phan, P. "University Technology Transfer: On the Intersection Between Strategy, Structure, and Pay and the Link to Licensing Revenues and Firm Creation," presented to the Babson-Kauffman Foundation Entrepreneurship Research Conference, Wellesley, MA, June 5, 2003.

Winner of the 2003 Kauffman Center for Entrepreneurial Leadership Award for the best paper with the most Significant Implications for Practitioners.

Balkin, D., & Markman, G. "Do CEO Employment Contracts Affect Innovation and Performance in Young Biotechnology Firms," presented to the Strategic Management Society international conference, Paris, France, September 23, 2002.

Phan, P., Markman, G., & Balkin, D. "Sustaining Innovation in Pharmaceutical Firms: Does Corporate Governance Matter?," presented to the Technology and Innovation Management Division of the national Academy of Management meeting, Denver, CO, August 13, 2002.

Phan, P., Markman, G., & Balkin, D. "Can Corporate Chieftains Be Impelled to Behave Entrepreneurially? Perspectives from Agency Theory," presented to the Babson-Kauffman Foundation Entrepreneurship Research Conference, Boulder, CO, June 6, 2002.

Balkin, D. "Compensation Policy and Employee Behavior: A Comparison between France and the USA," presented to What is the Future of Labor Relations? Conference at the Nantes Audencia School of Management in Nantes, France, May 30, 2002.

Balkin, D., Hundley, G., & Schjoedt, L. "Gender Effects on Employee Investment and Savings Behavior with Defined Contribution Retirement Plans," presented to the IberoAmerican Academy of Management conference in Mexico City, Mexico, December 10, 2001.

Balkin, D., Hundley, G., & Schjoedt, L. "Gender Effects on Employee Participation and Utilization with Defined Contribution Retirement Plans," presented to the Francophone Human Resource Management Association (AGRH) conference, Liege, Belgium, September 13, 2001.

Pearce, C., Ensley, M., & Balkin, D. "Compensation Strategy in High Growth Firms: The

- Impact of External and Internal Pay Equity on Affective, Behavioral, Cognitive, and Performance Outcomes," presented to the Entrepreneurship Division of the national Academy of Management conference, Washington, DC, August 8, 2001.
- Markman, G., Baron, R., and Balkin, D. "Adversity Quotient: The Role of Perseverance in New Venture Formation," presented to the Entrepreneurship Division of the national Academy of Management conference, Washington, DC, August 6, 2001.
- Balkin, D., Markman, G., & Sassalos, S. "Do Employment Contracts Affect Innovation and Performance in Biotech Firms," presented to the Babson-Kauffman Foundation Entrepreneurship Research Conference, Jonkoping, Sweden, June 15, 2001.
- Markman, G., Balkin, D., & Baron, R. "The Role of Cognitive Mechanisms for Predicting New Venture Formation," presented to the Entrepreneurship Division of the national Academy of Management conference, Toronto, Ontario, Canada, August 8, 2000.
- Balkin, D., & Roussel, P. "Merit Pay and Variable Pay: An International Comparison Between the U.S. and France," presented to the Administrative Sciences Association of Canada conference, Montreal, Quebec, Canada, July 10, 2000.
- Markman, G., Baron, R., & Balkin, D. "A Cognitive Approach to Explaining Technology-based Venture Creation," presented to the Babson - Kauffman Foundation Entrepreneurship Research Conference, Wellesley, MA, June 8, 2000.
- Markman, G., Balkin, D., & Schjoedt, L. "Governing the Innovation Process in Entrepreneurial Firms," presented to the Eastern Academy of Management, Danvers, MA, May 12, 2000.
- Dolan, S., Belout, A., & Balkin, D. "Downsizing without Downgrading: Learning how Firms Manage their Survivors," presented to the First International Conference of the Iberoamerican Academy of Management, Madrid, Spain, December 11, 1999.
- Tremblay, M., Sire, B., & Balkin, D. "The Role of Organizational Justice in Pay and Employee Benefit Satisfaction and its Effects on Work Attitudes," presented to the National Academy of Management meeting, Chicago, IL, August 9, 1999.
- Balkin, D., & Markman, G. "The Determinants of Team Rewards in Entrepreneurial Firms," presented to the National Academy of Management meeting, San Diego, CA, August 10, 1998.
- Balkin, D. "A Canadian Perspective on Compensation Strategy and Policy," Symposium presented to the National Academy of Management meeting, Boston, MA, August 13, 1997.
- Tremblay, M., Cote, J., & Balkin, D. "Explaining Sales Compensation Strategy Using Agency, Transaction Cost Analysis and Institutional Theories," presented to National Academy of Management meeting, Boston, MA, August 12, 1997.
- Balkin, D., Markman, G., & Gomez-Mejia, L. "Is CEO Pay in High Technology Firms Related to Innovation? Some Empirical Evidence," presented to the British Academy of Management meeting, London, United Kingdom, September 8, 1997.
- Balkin, D. "Emerging Issues in Human Resource Management: The United States Perspective," Presented to Eastern Academy of Management International Conference, Dublin, Ireland, June 18, 1997.
- Balkin, D., & Gomez-Mejia, L. R. "Explaining the Gender Effects on Faculty Pay Increases:

- Do the Squeaky Wheels Get the Grease?" Presented to the National Academy of Management meeting, Cincinnati, Ohio, August 13, 1996.
- Balkin, D., Tremblay, M., & Westerman, J. "Workplace Innovations in Large, Unionized Canadian Organizations," presented to the Administrative Sciences Association of Canada meeting, Montreal, Quebec, Canada, May 26, 1996.
- Balkin, D. "Teaching in Different Cultures: A Comparison of Business Education in the Hispanic World and the U.S.," presented to the Business Association for Latin American Studies (BALAS) meeting, Monterrey, Mexico, March 28, 1996.
- Dolan, S., Forgues, K., & Balkin, D. "Selected Aspects of Compensation, TQM and Organizational Success: Defining and Enlarging the Agenda," presented to the Administrative Sciences Association of Canada meeting, Windsor, Ontario, Canada, June 5, 1995.
- Balkin, D., & Lawrence, S. "Teaching with Field Projects," presented to the Enhancing the Teaching of Management conference, Chicago, IL, April 29, 1995.
- Balkin, D. & Dolan, S. "Rewarding Team Quality: Contributions in the Canadian Telecommunications Industry: The Case of Bell Canada," presented to the International Society for the Study of Work and Organizational Values meeting, Barcelona, Spain, July 11, 1994.
- Balkin, D. & Miller, J. "The Influence of Comparable Worth on Human Resource Managers' Pay: Evidence from Ontario," presented to the Administrative Sciences Association of Canada meeting, Halifax, Nova Scotia, Canada, June 26, 1994.
- Welbourne, T., Balkin, D., & Gomez-Mejia, L. "Behavioral Consequences of Gainsharing: A Combined Agency-Procedural Justice Interpretation," presented to National Academy of Management meeting, Atlanta, GA, August 10, 1993.
- Balkin, D. "Linking Compensation and Human Resource Flows: Research Directions," presented to Business Policy & Strategy and Human Resources Doctoral and New Faculty consortium at the National Academy of Management meeting, Atlanta, GA, August 7, 1993.
- Balkin, D. & Bannister, B. "Lets Learn in the Real World: The Field Project as a Learning Tool," presented to Organizational Behavior Teaching Conference meeting, Calgary, Alberta, Canada, June 26, 1992.
- Balkin, D. & Griffeth, R. "Determinants of Employee Benefits Satisfaction," presented to Southwestern Academy of Management meeting, San Antonio, TX, March 5, 1992.
- Balkin, D. & Gomez-Mejia, L. "Compensation Strategy," presented to American Compensation Association meeting, Denver, CO, November 9, 1990.
- Balkin, D. "Explaining Pay Forms in Organizations: A Resource Dependence Perspective," presented to Southwestern Academy of Management meeting, Dallas, TX, March 1, 1990.
- Carson, K. & Balkin, D. "An Employee Assistance Model of Health Care Management for Employees with Alcohol-Related Problems," presented to Southwestern Academy of Management meeting, New Orleans, LA, March 11, 1989.
- Balkin, D. "The Influence of Venture Capitalists on Reward Strategies in the High Technology Industry," presented to the National Academy of Management meeting, Anaheim, CA, August 8, 1988.

- Balkin, D. & Gomez-Mejia, L. "New Perspectives on Compensation," presented to the Personnel Association of Ontario, Canada meeting, Toronto, Ontario, April 21, 1988.
- Gomez-Mejia, L. & Balkin, D. "Dimensions and Characteristics of Effective Drug Testing Programs," presented to Western Academy of Management meeting, Big Sky, Montana, March 25, 1988.
- Balkin, D. "The Union Influence on Pay Policy," presented to Southwestern Academy of Management meeting, San Antonio, TX, March 3, 1988.
- Gomez-Mejia, L. & Balkin, D. "The Psychological and Behavioral Correlates of Pay Compression: A Longitudinal Study," presented to Southwestern Academy of Management meeting, San Antonio, TX, March 3, 1988.
- Gomez-Mejia, L., Balkin, D., & Welbourne, T. "The Influence of Venture Capitalists on Human Resource Management Practices in the High Technology Industry," presented to Managing the High Technology Firm Conference, Boulder, CO, January 14, 1988.
- Balkin, D. "Developing Reward Policies that Support Entrepreneurships," presented to the Southern Management Association meeting, New Orleans, LA, November 6, 1987.
- Balkin, D. "Compensation Strategy in Emerging and Rapidly Growing Industries," presented to the National Academy of Management meeting, New Orleans, LA, August 10, 1987.
- Farh, J., Griffeth, R. & Balkin, D. "Effects of Choice of Pay Plans on Performance and Satisfaction," presented to the National Academy of Management meeting, New Orleans, LA, August 11, 1987.
- Balkin, D. & Gomez-Mejia, L. "Effects of Organizational Strategy on Pay Policy," presented to the National Academy of Management meeting, New Orleans, LA, August 11, 1987.
- Gomez-Mejia, L. & Balkin, D. "Human Resources Management in the High Technology Firm," presented to the Western Academy of Management meeting, Los Angeles, CA, April 11, 1987.
- Balkin, D. & Gomez-Mejia, L. "Relationship Between Incentive Pay and Pay Effectiveness for Scientists and Engineers," presented to Southwestern Academy of Management meeting, Houston, TX, March 14, 1987.
- Balkin, D. "Reward System Design for Fast Growth Companies," presented to the Institute of Management Sciences - Operations Research Society of America meeting, New Orleans, LA, May 4, 1987.
- Balkin, D. & Ahearn, J. "High Technology Industries: Innovators in Compensation," presented to American Management Association's Annual Compensation Update, Boston, MA, Oct. 25, 1985.
- Balkin, D. & Bannister, B. "The Union Influence on Female Faculty Pay Satisfaction," presented to the National Academy of Management meeting, San Diego, CA, August 12, 1985.
- Bannister, B. & Balkin, D. "Performance Appraisal and Compensation Feedback Messages: The Pervasive Effects of Causal Attributions," presented to the National American Institute for Decision Sciences meeting, Las Vegas, NV, November 12, 1985.

Balkin, D. "Compensating Professionals During Rapid Growth," presented to University of Florida Conference on Managing Growth and Development for Take-off (for entrepreneurs), Gainesville, FL, Oct. 13, 1984.

Balkin, D. & Gomez-Mejia, L. "Determinants of R&D Compensation Strategies in the High Tech Industry," presented to the National Academy of Management meeting, Boston, MA, August 14, 1984.

Azevedo, R. & Balkin, D. "Women in Collective Negotiations: Their Impact on Bargained Outcomes and the Length of Negotiations," presented to the Western Academy of Management, Santa Barbara, CA, March 26, 1983.

Balkin, D. & Gomez-Mejia, L. "Faculty Pay Satisfaction Under Union and Nonunion Conditions," presented to the National Academy of Management meeting, Dallas, TX, August 15, 1983.

Gomez-Mejia, L. & Balkin, D. "Impact of Emerging Female Unions on the Earnings of Women Workers: The Case of Secretaries," presented to the National Academy of Management meeting, Dallas, TX, August 16, 1983.

Gomez-Mejia, L. & Balkin, D. "An Empirical Study of Managerial Satisfaction with the Expatriation and Repatriation Process," presented to the Southern Management Association, New Orleans, LA, November 12, 1982.

INVITED PAPERS AND PRESENTATIONS

Balkin, D. "Is Nepotism Good or Bad? A Social Exchange Perspective on Types of Nepotism," presented to IAE-Aix School of Management, Aix-en-Provence, France, May 30, 2011.

Balkin, D. "Is Nepotism Good or Bad? A Social Exchange Perspective on Types of Nepotism," presented to the College of Business Administration at **Florida Atlantic University**, Boca Raton, Florida, March 18, 2011.

Balkin, D., & Jaskiewicz, P. "Is Nepotism Good or Bad? A Social Exchange Perspective on Types of Nepotism," presented at the Leeds School of Business Brown Bag Research Seminar at **University of Colorado**, October 22, 2010.

Balkin, D. "Rethinking Rewards as if Ethics Mattered." **Keynote Address** presented to the **European Rewards Management Conference**, Brussels, Belgium, November 26, 2009.

Balkin, D. "Explaining High US CEO Pay in a Global Context: An Institutional Perspective." Presented to, **ESADE Business School**, Barcelona, Spain, July 8, 2009.

Balkin, D. "Explaining High US CEO Pay in a Global Context: An Institutional Perspective." Presented to Laboratory for Research in Human Resources (LIRHE) at the **University of Toulouse I**, France, May 27, 2008.

Balkin, D. "Explaining High US CEO Pay in a Global Context: An Institutional Perspective." Presented to **European Business School**, Wiesbaden, Germany, December 11, 2007.

Balkin, D. "How do Founders Distribute Equity in New Ventures," Presented to **ESCP-EAP (European School of Commerce)**, International

Human Resource Management workshop, Berlin, Germany, September 26, 2006.

Balkin, D., and Swift, M. "Top Management Team Compensation in High Growth Technology Ventures," presented to Laboratory for Research in Human Resources (LIRHE) at the **University of Toulouse I**, France, May 19, 2006.

Balkin, D., and Swift, M. "How Do Founders Distribute Equity in New Ventures," presented to Brown Bag Research Seminar, Leeds School of Business, **University of Colorado-Boulder**, April 14, 2006.

Balkin, D. "A Gift Exchange Perspective on Organizational Training," presented to **Instituto de Empresa**, Madrid, Spain, July 7, 2005.

Balkin, D. "A Gift Exchange Perspective on Organizational Training," presented to **University of Regensburg**, Germany, November 24, 2004.

Balkin, D. "Organizational Training: An Investment or a Gift?," presented to **Audencia School of Management**, Nantes, France, June 24, 2004.

Balkin, D. "CEO Incentives for Innovation and Performance in Health Sciences Firms," Presented to Department of Management and Organization, **National University of Singapore (NUS)**, Singapore, October 1, 2003; Department of Management of Organizations, **Hong Kong University of Science & Technology (HKUST)**, Hong Kong, October 6, 2003.

Balkin, D. "CEO Incentives for Innovation and Performance in Health Sciences Firms," presented to the School of Management, **Syracuse University**, April 18, 2003.

Balkin, D. "Compensation and Rewards for Entrepreneurial Ventures," presented to the "Managing Human Resources in Small, High Growth Firms," conference held at the **Fisher College of Business at The Ohio State University**, February 14, 2003.

Balkin, D. "CEO Incentives for Innovation and Performance in Health Sciences Firms," presented to the **Fisher College of Business at The Ohio State University**, October 25, 2002.

Balkin, D. "CEO Incentives for Innovation and Performance in Health Sciences Firms," presented to the Laboratory for the Study of Human Resources and Employment (LIRHE) at **University of Toulouse I**, Toulouse, France, October 3, 2002.

Balkin, D. "Is CEO Pay in High Technology Firms Related to Innovation?," presented to the Laboratory for the Study of Human Resources and Employment (LIRHE) at **University of Toulouse I**, Toulouse, France, March 20, 2002.

Balkin, D. "Do Employment Contracts Affect Innovation and Performance in Biotechnology Firms," presented to the Terry College of Business, **University of Georgia**, Athens, GA, November 9, 2001.

Balkin, D. "Compensation and Rewards for Technology-based Entrepreneurship," presented to the **Lally School of Management and Technology, Rensselaer Polytechnic Institute**, Troy, NY, February 23, 2001.

Balkin, D. "Incentives for CEOs to Innovate in High Tech Firms," presented to the Management faculty at the **London Business School**, London, UK, January 31, 2001, and **Lally School of Management and Technology, Rensselaer Polytechnic Institute**, Troy, NY, February 22,

- Balkin, D. "The Determinants of Team Rewards in Entrepreneurial Firms," presented to **Instituto de Empresa**, Madrid, Spain, July 2, 1999.
- Balkin, D. "The Determinants of Team Rewards in Entrepreneurial Firms," presented to **University of Toulouse I**, Toulouse, France, June 9, 1998.
- Balkin, D. "The Determinants of Team Rewards in Entrepreneurial Firms," presented to the **Norwegian School of Management**, Oslo, Norway, June 24, 1998.
- Balkin, D. "Workplace Innovations in Large, Unionized Canadian Organizations," presented to **Queens University**, Kingston, Ontario, Canada, October 16, 1997.
- Balkin, D. "Influence of Pay Equity on Ontario Human Resource Managers' Pay," presented to **Cranfield University**, United Kingdom, September 11, 1997.
- Balkin, D., and Gomez-Mejia, L. "An Agency Theory Perspective on Faculty Pay," presented to the **Norwegian School of Management, Oslo, Norway, May 15, 1997**.
- Balkin, D. "Influence of Pay Equity on Canadian Human Resource Managers' Pay," presented to **Ecole des Hautes Etudes Commerciales (HEC) - Montreal**, Canada, September 23, 1996; **School of Industrial Relations, University of Montreal**, Canada, October 15, 1996; **Bar-Ilan University, Israel**, November 25, 1996; **Laval University**, Quebec City, Quebec, Canada, December 6, 1996.
- Balkin, D. "The Challenge of Managing Human Resources in High Technology Environments," presented as a Keynote Address to the **Management and New Technology International Conference, sponsored by the European Union**, Madrid, Spain, June 14, 1996.
- Balkin, D., & Gomez-Mejia, L. "The University of Minnesota Industrial Relation Center's Contribution to the Compensation Strategy and Policy Literature," presented to the **University of Minnesota Industrial Relations Center 50th Anniversary Research Seminar**, Minneapolis, Minnesota, October 21, 1995.
- Balkin, D., and Miller, J. "The Influence of Comparable Worth on Human Resource Managers' Pay: Evidence from Ontario," presented to Center for Advanced Human Resource Studies, **Cornell University**, School of Industrial and Labor Relations, Ithaca, New York, October 14, 1994.
- Balkin, D. "Macro Perspectives on Pay Research," presented to the M. J. Neely School of Business, **Texas Christian University**, Fort Worth, Texas, May 20, 1994.

BOOKS REVIEWS AND OTHER PUBLICATIONS

- Balkin, D. 1997. "Bonuses," "Broad banding," "Point Job Evaluation Method," "Profit Sharing", and "Ranking Job Evaluation Method." In L. Peters, S. Youngblood, & C. Greer (Eds.), *The Blackwell Encyclopedic Dictionary of Human Resource Management*, Oxford, UK: Basil Blackwell.
- Balkin, D. 1996. Book Review of Employment Equity: Co-operative Strategies for Organizational Change. *Administrative Science Quarterly*, 41, 180-181.
- Balkin, D. 1996, August. "Is There Merit to Offering Employees Merit Pay?" *Boulder County*

PUBLISHED CASES

Balkin, D., Bumpus, M., and Lucas, W. 1998. "Just-In-Time for Temporary Employees." In Wohlberg, J., and Weighart, S. (eds.), *OB in Action* (5th ed), Boston MA: Houghton Mifflin.

Bumpus, M., Balkin, D., and Lucas, W. 1997. "Trouble on the Loading Dock." In Hopkins, W. (ed.), *Ethnical Dimensions of Diversity*, Thousands Oaks, CA: Sage Publications, 148-149.

Balkin, D. and Khait, M. 1986. "Quality Construction, Inc." In G. Stevens (ed.), *Cases and Exercises in Personnel/Human Resources Management*, Plano, TX: BPI, 10-12.

Balkin, D. 1986. "Elite Software, Inc." In R. Schuler and S. Youngblood (eds.), *Case Problems in Personnel and Human Resource Management*, St. Paul, MN: West, 148-149.

Doctoral Thesis Chair

Theresa Welbourne, 1992 (associate professor at University of Michigan)
Gideon Markman, 1999 (associate professor at Colorado State University)
Jason Senjem, 2001 (assistant professor at Syracuse University)
Leon Schjoedt, 2002 (assistant professor at University of Central Florida)
Michele Swift, 2007 (assistant professor at Oregon State University)
Tandy Dilworth, 2010

International Doctoral Dissertation Committee Service

Marie Christine Henninger-Vacher, 2000, University of Toulouse, France
Delphine LaCaze, 2001, University of Aix-Marseille, France
Pavlo Kalyta, 2007, Concordia University, Montreal, Canada
Set Ing Wah, 2009, University of Newcastle, Australia
Xavier, Baeten, 2009-11, University of Ghent, Belgium

Board Memberships

CERAM Sophia Antipolis, France – member of Research Advisory Committee (2006 - 2008) (one of the French *grandes écoles* – private business schools).

Society for Human Resource Management (SHRM) – member of Advisory Board on Total Rewards, Compensation and Benefits (2003 -2006)

WorldatWork (formerly American Compensation Association) - member of Academic Partnership Advisory Board (1999-2002).

Allied Housing (non-profit assisted care housing for elderly) - board member (1991-1996).

AWARDS, GRANTS AND HONORS

Winner of the *McKinsey Prize of the Strategic Management Society Best Conference Paper* (2003) for the paper "University Technology Transfer: The Intersection Between Strategy, Structure, and Pay and the Link to Licensing Revenues and Firm

Creation.”

Who's Who in America (2003-2008) and ***Who's Who in Business Education*** (2003 - 2008).

Winner of the **2003 Kauffman Center for Entrepreneurial Leadership Award for the Best Paper with the Most Significant Implications for Practitioners** for the paper “University Technology Transfer: Licensing Revenues and Firm Creation.”

Michael Mescom/Coles College of Business “Best Empirical Paper Award” (2001) for the Entrepreneurship Division of the Academy of Management for the paper “Adversity Quotient: The Role of Perseverance in New Venture Formation.”

Curtis E. Tate Jr. "Outstanding Case Writer Award" (1994) presented by the North American Case Research Association for collaboration between a professor and doctoral student for the case "Automation Partners".

"Best Article of the Year" (1992) published in **Academy of Management Journal**. "The "Determinants of Faculty Pay:" An Agency Theory Perspective." Awarded at the National Academy of Management meeting, Atlanta, GA, 1993.

Outstanding Paper, Western Academy of Management (1988).

External Grants

TIAA-CREF Research Grant, "Gender Effects of Employee Participation and Investment Behavior with 401(k) Retirement Plans," Amount: \$19,600. Period: 1999-2000.

Interdisciplinary Center for the Study of Human Resources, Toulouse, France, “The Effect of Organizational Culture on Pay Strategy.” Amount: \$4000. Period: 1998.

Kraft General Foods Grant, "Selected Aspects of Training and Compensation in the Context of Continuous Quality Improvement," Co-investigator. Amount: \$4,200. Period: 1995.

Bell Canada Research Grant, "Team Rewards in the Telecommunications Industry," Co-investigator. Amount: \$7,600. Period: 1993.

Canadian Studies Research Grant Program, "Influences of the Ontario Pay Equity Law on Canadian Human Resource Managers' Status and Rewards." Principal Investigator. Amount: \$4,000. Period: 1992-1993.

SUMMARY OF BUSINESS TEACHING

Executive Leadership – MBA level

General Management – Executive MBA level

Corporate Governance and Executive Compensation - MBA and Executive Education level

Management of Technology and Innovation - MBA level

Human Resource Management - Undergraduate, MBA, Executive MBA, Ph.D. levels

Management Theory – PhD level

Compensation - Undergraduate and MBA levels

Labor Relations - Undergraduate and MBA levels

Business Ethics and Corporate Social Responsibility - Undergraduate level

Organization Theory - Undergraduate level

Organization Behavior - MBA level

Leadership - Undergraduate level