

Organizational Behavior Area
College of Management, Georgia Institute of Technology

RECENT PUBLICATIONS (2000 – 2007)

Refereed Journal Publications

1. Barry, B., & **Fulmer, I. S.** (2005). Methodological challenges in the study of negotiator affect. *International Negotiation*, 9, 485-502. Reprinted in P. J. Carnevale & C. K. W. De Dreu (Eds.) (2006). *Methods of negotiation research* (pp. 149-164). Leiden, The Netherlands: Martinus Nijhoff.
2. Barry, B. & **Fulmer, I. S.** (2004). The medium and the message: The adaptive use of communication media in dyadic influence. *Academy of Management Review*, 29, 272-292. Selected as a finalist for the 2005 *Academy of Management Review* Best Paper Award.
3. **Bennett, N.** (2007). Munchausen at work. *Harvard Business Review*, forthcoming.
4. **Bennett, N.**, & Kidwell, R. E., Jr. (2001). The provision of effort in self-designing work groups: The case of collaborative research. *Small Group Research*, 32, 727-744.
5. **Bennett, N.**, & Miles, S. (2006). What makes a great COO or second in command: The misunderstood role of the chief operating officer. *Harvard Business Review*, 84(5), 70-79. McKinsey Award Finalist.
6. Cable, D. M., & **Parsons, C. K.** (2001). Socialization tactics and person-organization fit. *Personnel Psychology*, 54, 1-24.
7. Cable, D. M., & **Parsons, C. K.** (2001). Cutting off your nose to spite your face: A justice perspective on damaging an Alma Mater's reputational ranking. *Journal of Applied Social Psychology*, 31, 59-72.
8. Caldwell, S., Farmer, S., & **Fedor, D.** (in press). The moderating role of age of the relationship between volunteer selection and training and volunteers' contribution to a non-profit organization. *Journal of Organizational Behavior*.
9. Caldwell, S. D., **Herold, D. M.**, & **Fedor, D. B.** (2004). Toward and understanding of the relationship between organizational change, individual differences, and changes in person-environmental fit: A cross-level study. *Journal of Applied Psychology*, 89, 868-882.
10. Davis, W. D., **Fedor, D. B.**, **Parsons, C. K.**, & **Herold, D. M.** (2000). The development of self-efficacy during aviation training. *Journal of Organizational Behavior*, 21, 857-871.

11. Farmer, S., & **Fedor, D. B.** (2001). Changing the focus on volunteering: An investigation of volunteers' multiple contributions to a charitable organization. *Journal of Management*, 27, 191-211.
12. **Fedor, D. B.**, Caldwell, S. D., & **Herold, D. M.** (2006). The effects of organizational changes on employee commitment: A multilevel investigation. *Personnel Psychology*, 59, 1-29.
13. **Fedor, D. B.**, Caldwell, S. D., & **Herold, D. M.** (2006). The effects of organizational changes on employee commitment: A multilevel investigation. *Personnel Psychology*, 59, 1-29.
14. **Fedor, D.**, Davis, W., Maslyn, J., & Mathieson, K. (2001). Performance improvement efforts in response to negative feedback: The roles of source power and recipient self-esteem. *Journal of Management*, 27, 79-97.
15. **Fedor, D. B.**, Ghosh, S., Caldwell, S., Maurer, T., & Singhal, V. (2003). The effects of knowledge management on members' ratings of project success and impact. *Decision Sciences Journal*, 34, 513-539.
16. **Fedor, D.**, Maslyn, J., Farmer, S., & Bettenhausen, K. (in press). Perceptions of positive politics and their impact on organizational outcomes. *Journal of Applied Social Psychology*.
17. **Fedor, D. B.**, & Ramsay, R. J. (2007). Effects of supervisor power on preparers' responses to audit review: A field study. *Behavioral Research In Accounting*, 19, 91-106.
18. Fields, D. L., Chan, A., Akhtar, S., & **Blum, T. C.** (2006). Human resource management strategies under uncertainty: How do U.S. and Hong Kong Chinese companies differ? *Cross Cultural Management Journal*, 13(2), 171-186.
19. Fields, D. L., Goodman, J. S., & **Blum, T. C.** (2005). Human resource dependence and organizational demography: A study of minority employment in private sector companies. *Journal of Management*, 31, 167-185.
20. **Fulmer, I. S.**, & Barry, B. (2004). The "smart" negotiator: Cognitive ability and emotional intelligence in negotiation. *International Journal of Conflict Management*, 15, 245-272. (actual issue out in 2005).
21. **Fulmer, I. S.**, Gerhart, B., & Scott, K. (2003). Are the 100 best better? An empirical investigation of the relationship between being a "Great Place to Work" and firm performance. *Personnel Psychology*, 56, 965-993. Summarized by E.J. Romero as "Are the great places to work also great performers?" Research brief in *Academy of Management Executive*, 18, 150-152.
22. Gilson, L. L., **Fedor, D. B.**, & Roth, J. L. (2005). What is fair and to whom? Fairness evaluations of socio-sexual behavior. *Journal of Managerial Issues*, 17, 293-309.

23. Goodman, J. S., Fields, D. L., & **Blum, T. C.** (2003). Cracks in the glass ceiling: In what kinds of organizations do women make it to the top? *Group & Organization Management*, 28, 475-501.
24. Gilson, L. L., Mathieu, J. E., **Shalley, C. E.**, & Ruddy, T. M. (2005). Creativity and standardization: Complementary or conflicting drivers of team effectiveness? *Academy of Management Journal*, 48, 521-531.
25. Gilson, L. L., & **Shalley, C. E.** (2004). A little creativity goes a long way: An examination of teams' engagement in creative processes. *Journal of Management*, 30, 453-470.
26. Gilson, L. L., **Shalley, C. E.**, & **Blum, T. C.** (2001). Team and organizational attitudes as a lens and mirror impacting customer satisfaction: An empirical test in self-managed teams. *Journal of Quality Management*, 6, 235-256.
27. Gupta, A. K., Smith, K. G., & **Shalley, C. E.** (2006). The interplay between exploration and exploitation. *Academy of Management Journal*, 49, 693-706.
28. **Herold, D. M.**, **Fedor, D. B.**, & Caldwell, S. (2007). Beyond change management: A multi-level investigation of contextual and personal influences on employee commitment to change. *Journal of Applied Psychology*, 92, 942-951.
29. **Herold, D. M.**, & **Fedor, D. B.** (2003). Individual differences in feedback propensities and training performance. *Human Resource Management Review*, 13, 675-689.
30. **Herold, D. M.**, & **Fedor, D. B.** (2003). Introduction to special issue. *Human Resources Management Review*, 13, 533-536.
31. **Herold, D. M.**, Davis, W., **Fedor, D. B.**, & **Parsons, C.** (2002). Dispositional influences on transfer of learning in multi-stage training programs. *Personnel Psychology*, 55, 851-869.
32. Kidwell, R. K., Jr., & **Bennett, N.** (2001). Perceived work context and employee job neglect. *American Business Review*, 19, 64-74.
33. Liden, R. C., Wayne, S. J., Jaworski, R. A., & **Bennett, N.** (2004). Social loafing: A field investigation. *Journal of Management*, 30, 285-304.
34. **Martins, L. L.** (2005). A model of the effects of reputational rankings on organizational change. *Organization Science*, 16, 701-720.
35. **Martins, L. L.**, Eddleston, K. A., & Veiga, J. F. (2002). Moderators of the relationship between work-family conflict and career satisfaction. *Academy of Management Journal*, 45, 399-409.
36. **Martins, L. L.**, Gilson, L. L., & Maynard, M. T. (2004). Virtual teams: What do we know and where do we go from here? *Journal of Management*, 30, 805-835.

37. **Martins, L. L.**, & Kellermanns, F. W. (2004). A model of business school students' acceptance of a web-based course management system. *Academy of Management Learning and Education*, 3, 7-26.
38. **Martins, L. L.**, Milliken, F. J., Wiesenfeld, B. M., & Salgado, S. R. (2003). Racioethnic diversity and group members' experiences: The role of the racioethnic diversity of the organizational context. *Group and Organization Management*, 28, 75-106.
39. **Martins, L. L.**, & Parsons, C. K. (2007). Effects of gender diversity management on perceptions of organizational attractiveness: The role of individual differences in attitudes and beliefs. *Journal of Applied Psychology*, 92, 865-875.
40. Miller, C. L., **Fedor, D. B.**, & Ramsay, R. J. (2006). Effects of discussion of audit reviews on auditors' motivation and performance. *Behavioral Research In Accounting*, 18, 135-146.
41. Naumann, S. E., & **Bennett, N.** (2002). The effects of procedural justice climate on work group performance. *Small Group Research*, 33, 361-377.
42. Naumann, S. E., & **Bennett, N.** (2000). A case for procedural justice climate: Development and test of a multilevel model. *Academy of Management Journal*, 43, 881-889.
43. **Parsons, C. K.**, Caylor, E., & Simmons, H. B. (2005). Cooperative education work assignments: The role of organizational and individual factors in enhancing ABET competencies and co-op well-being. *Journal of Engineering Education*, 94, 309-317.
44. Perry-Smith, J. E., & **Blum, T. C.** (2000). Work-family human resource bundles and perceived organizational performance. *Academy of Management Journal*, 43, 1107-1117.
45. Perry-Smith, J. E., & **Shalley, C. E.** (2003). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28, 89-106.
46. Renn, R. W., Allen, D. G., **Fedor, D. B.**, & Davis, W. D. (2005). The role of personality and self-defeating behaviors in self-management failure. *Journal of Management*, 31, 659-679.
47. Renn, R., & **Fedor, D. B.** (2001). Development and field test of a feedback seeking, self-efficacy, and goal setting model of work performance. *Journal of Management*, 27, 563-584.
48. Roman, P. M., Richardson, H. A., Vandenberg, R. J., & **Blum, T. C.** (2002). Does decentralization make a difference for the organization? An examination of the boundary conditions circumscribing decentralized decision-making and organizational financial performance. *Journal of Management*, 28, 217-244.

49. **Shalley, C. E.**, & Gilson, L. L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *Leadership Quarterly*, *15*, 33-53.
50. **Shalley, C. E.**, Gilson, L. L., & **Blum, T. C.** (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. *Academy of Management Journal*, *43*, 215-223.
51. **Shalley, C. E.**, & Perry-Smith, J. E. (2001). Effects of social-psychological factors on creative performance: The role of informational and controlling expected evaluation and modeling experience. *Organizational Behavior and Human Decision Processes*, *84*, 1-22.
52. **Shalley, C. E.**, Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of Management*, *30*, 933-958.
53. Short, J. C., Ketchen, D. J., **Bennett, N.**, & du Toit, M. (2006). An examination of firm and industry effects on performance using hierarchical linear modeling. *Organizational Research Methods*, *7*, 259-284.
54. Spell, C. S., & **Blum, T. C.** (2005). Adoption of workplace substance abuse prevention programs: Strategic choice and institutional perspectives. *Academy of Management Journal*, *48*, 1125-1142.
55. Spell, C. S., & **Blum, T. C.** (2000). Getting ahead: Organizational practices that set boundaries around mobility patterns. *Journal of Organizational Behavior*, *21*, 299-314.
56. Stewart, G., **Fulmer I. S.**, & Barrick, M. (2005). An exploration of member roles as a multilevel linking mechanism for individual traits and team outcomes. *Personnel Psychology*, *58*, 343-365.

Books and Book Chapters

1. Barry, B., **Fulmer, I. S.**, & Goates, N. (2006). Bargaining with feeling: Emotionality in and around negotiation. In L. Thompson (Ed.), *Negotiation Theory and Research* (pp. 99-127), part of the *Frontiers in Social Psychology* series [A. Kruglanski and J. Forgas (Series Eds.)]. New York: Psychology Press.
2. Barry, B., **Fulmer, I. S.**, & Van Kleef, G. (2004). I laughed, I cried, I settled: The role of emotion in negotiation. In M. Gelfand & J. Brett (Eds.), *The handbook of negotiation and culture* (pp. 71-94). Stanford University Press.
3. **Bennett, N.**, & Miles, S. (2006). *Riding shotgun: The role of the COO*. Stanford University Press. Spanish translation published in 2007 by Ediciones Deusto; Planeta DeAgostini Profesional y Formacion.

4. **Bennett, N.,** & Miles, S. (Forthcoming). *The Game of Your Life: Applying Lessons from Game Theory to the Management of Your Career*. Stanford University Press.
5. **Bennett, N.** & Naumann, S.E. (2004). Withholding effort at work: Understanding and preventing shirking, job neglect, social loafing, and free-riding. In C. L. Martin, & R. E. Kidwell (Eds.), *Managing organizational deviance*. Newbury Park, CA: Sage.
6. Davis, W., & **Fedor, D.** (2002). The promise and peril of giving negative feedback. In G. R. Ferris, M. R. Buckley, & D. B. Fedor (Eds.), *Human resources management: Perspective, context, functions, and outcomes*. Upper Saddle River, N.J.: Prentice Hall.
7. **Fedor, D.,** & Maslyn, J. (2002). Politics and political behavior: Where else do we go from here? In F. Dansereau & F. J. Yammarino (Eds.), *Research in multi-level issues* (Vol. 1, pp. 271-286). Oxford, UK: Elsevier Science/JAI Press.
8. **Parsons, C. K.,** Liden, R. C., & Bauer, T. N. (2001). Person perception in employment interviews. In M. London (Ed.), *How people evaluate others in organizations*. Mahwah, NJ: Lawrence Erlbaum Associates.
9. Roman, P. M., & **Blum, T. C.** (2001). Work-family role conflict and employer responsibility: An organizational analysis of workplace responses to a social problem. In R. T. Golembiewski (Ed.), *Handbook of organizational behavior* (2nd Ed., pp. 415-444). New York: Marcel Dekker.
10. Roman, P. M., & **Blum, T. C.** (1999). Externalization and internalization as frames for understanding workplace deviance: The management of alcohol and drug abuse. In I. Harper Simpson & R. L. Simpson, (Eds.), *Research in the Sociology of Work* (Vol. 8, pp. 139-164). Stanford, CT: JAI Press.
11. Roman, P. M., Johnson, A., & **Blum, T. C.** (2000). The transformation of private alcohol problem treatment: Results of a national study. In J. A. Levy, R. C. Stephens & D. C. McBride (Eds.), *Advances in Medical Sociology* (Vol. 7, pp. 321-342). Greenwich, CT: JAI Press.
12. Roman, P. M., Johnson, A., & **Blum, T. C.** (2000). Employee assistance programs and workplace consultation: Change, opportunities, and barriers as we enter the twenty-first century. In R. T. Golembiewski (Ed.), *Handbook of Organizational Consultation* (2nd Ed., pp. 865-880). New York, NY: Marcel Dekker.
13. **Shalley, C. E.** (In press). Creating roles: What managers can do to establish expectations for creative performance. To appear in J. Zhou & C.E. Shalley (Eds.), *Handbook of organizational creativity*: Lawrence Erlbaum and Associates.
14. **Shalley, C. E.** (In press). Team cognition: The importance of team process and composition for the creative problem solving process. To appear in M. Mumford & F. J. Yammarino (Eds.), *Research in multi-level issues*: JAI Press.

15. **Shalley, C. E., & Parsons, C. K.** (2002). Harassment in the workplace: Recognizing it and your legal liability. In G. R. Ferris, M. R. Buckley, & D. B. Fedor (Eds.), *Human resources management: Perspectives, context, functions and outcomes* (4th Ed., pp. 92-103). Upper Saddle River, NJ: Prentice Hall.
16. **Shalley, C. E., & Zhou, J.** (In press). Organizational creativity research: A historical overview. To appear in J. Zhou & C.E. Shalley (Eds.), *Handbook of organizational creativity*: Lawrence Erlbaum and Associates.
17. Zhou, J., & **Shalley, C. E.** (In press). Integration and future research directions. To Appear in J. Zhou & C.E. Shalley (Eds.), *Handbook of organizational creativity*: Lawrence Erlbaum and Associates.
18. Zhou, J., & **Shalley, C. E.** (2003). Research on employee creativity: A critical review and directions for future research. In J. Martocchio & G. R. Ferris (Eds.), *Research in Personnel and Human Resource Management*, (Vol. 22, pp. 165-217). Greenwich, CT: JAI Press Inc.

Other Publications

1. **Bennett, N., & Miles, S.A.** (2007). Capturing the value in the COO role. *Ivey Business Journal*, March/April.
2. **Bennett, N., & Miles, S. A.** (2007). The second in command. *Law Firm, Inc.*, January/February.
3. **Bennett, N., & Miles, S.A.** (2006). COO: Friend or foe? *Chief Executive Magazine*, June.
4. **Bennett, N., & Miles, S.A.** (2006). Changes at the C-Level. *Optimize Magazine*, August.
5. **Bennett, N., & Miles, S.A.** (2006). Who is the boss? *Information Week*, August.
6. **Bennett, N., & Miles, S.A.** (2006). Putting the COO inside professional services. *Business Strategy Review*, Autumn.
7. **Herold, D.M. & D. B. Fedor** (Guest Editors). (2003). *Human Resource Management Review*, 2. Special issue on performance feedback.
8. **Shalley, C. E.** (2002). How valid and useful is the integrative model for understanding work groups creativity and innovation? Invited commentary on “Sparkling fountains or stagnant ponds: An integrative model of creativity and innovation implementation in work groups” by Michael West. *Applied Psychology: An International Review*, 51, 406-410.

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