

## VITA

**LLOYD S. BAIRD**

**December 2013**

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## EDUCATION

<b>B.S.</b>	<b>Utah State University</b> <b>Majors: Economics and Statistics, 1969</b>
<b>M.B.A.</b>	<b>Michigan State University, 1972</b>
<b>Ph.D.</b>	<b>Michigan State University, 1975</b> <b>Majors: Organizational Behavior and Management</b> <b>Minors: Social Psychology, Systems Science</b>

## WORK EXPERIENCE

<b>Present</b>	<b>Professor of Management, Boston University</b> <b>Editorial Board, <u>Human Resource Management</u></b> <b>Faculty Director of the Leadership Institute</b> <b>Department Chair- Organizational Behavior</b> <b>Faculty Director-Doctoral Program</b>
<b>9/74 – present</b>	<b>Consulting experience – Digital Equipment Corporation, Honeywell, ITT, ATT, Union Carbide, General Motors, John Hancock, Merck</b>
<b>3/71 – 10/71</b>	<b>Social Research Analyst, Office of Manpower Planning, Executive Office of the Governor, Michigan</b>
<b>8/69 – 5/70</b>	<b>Accountant, Holden-Reid Corporation, Lansing, Michigan</b>

## WRITINGS

### **A. External Academic Journal Publications**

Hamner, W.C., Kim, J., Baird, L., and Bigoness, W., "Race and Sex as Determinants of Ratings by Potential Employers in a Simulated Work Sampling Task," Journal of Applied Psychology, 1974, 59, 705-711.

Baird, L., and Mainstone, L., "Perceptions of Task Characteristics as related to Job Involvement and Locus of Control," Proceeding Northeast Aids, 1975.

Baird, L., "A Model of the Relationship of Task and Role Variables to Satisfaction and Performance," Proceedings Academy of Management National Meetings, 1975.

Tosi, H., Baird, L., and Foster, L., "Relationship Between Different levels of Superior and Subordinate Performance and Subordinate Attitudes and Perceptions of Leader behavior in the Work Setting," Proceedings Academy of Management National Meetings, 1975.

Baird, L., "The Relationship of Performance to Satisfaction in Stimulating and Non-Stimulating Jobs," Journal of Applied Psychology, 1976, 61, 721-727.

Baird, L., "Feedback: A Determinant of the Relationship Between performance and Satisfaction," Proceedings Academy of Management National Meetings, 1976.

Baird, L., and Mainstone, L., "The Relationship of Job Level and Tenure to Individual Characteristics in a State Agency," Proceedings Academy of Management National Meetings, 1976.

Baird, L., and Kim, J., "Antecedents of Perceptions on Tasks," Proceedings American Institute for Decision Sciences, 1976.

Baird, L., "Self-Esteem and Satisfaction as Related to the Difference Between Self and Superior Ratings of Performance," Academy of Management Journal, 1977, 20, 291-300.

Hamner, W.C., and Baird, L., "The Effect of Strategy, Pressure to Reach Agreement and relative Power on Bargaining Behavior," Contributions to Experimental Economics, Vol. iv., H.C.B. Mohr Rubigen, 1978.

Baird, L., and Hamner, W.C., "Individuals vs. Systems Rewards: Who's Dissatisfied, Why and What is Their Likely Response?" Academy of Management Journal, 1972, 22, 783-792.

Labovitz, G., and Baird, L., "Managing Time," in Motivational Dynamics II, Control Data Corporation, Minneapolis, MN, 1979.

Baird, L., and Beccia, P., "The Potential Misuses of Overtime," Personal Psychology, 1980, 33, 557-565.

Labovitz, G., and Baird, L., "Management Time: Positive Clock-Watching," in Management, American Management Association, Summer 1981.

Baird, L., and Beccia, P., "Performance as a Source of Satisfaction," Northeast Academy of Management Proceedings, 1982.

Baird, L., "Managing Dissatisfaction," Personnel, 1981, May-June, 12-21.

Baird, L., "Why Worry About Accurate Measures?" in The Performance Appraisal Sourcebook, (Ed.) Baird, Beatty, Schneider, Human Resource Development Press, 1982.

Labovitz, G., and Baird, L., "MBO as Approach to Performance Appraisal," in *The Performance Appraisal Sourcebook*, (Ed.) Baird, Beatty, Schneier, Human Resource Development Press, 1982.

Beccia, P., and Baird, L., "Performance as a Source of Satisfaction," Northeast Academy of Management Proceedings, 1982.

Baird, L., and Kram, K., "Career Dynamics: Managing the Superior/Subordinate Relationship," Organizational Dynamics, Spring 1983, pp.46-64.

Baird, L., Meshoulam, I., and DeGive, G., "Meshing Human Resources Planning With Strategic Business Planning: A Model Approach," Personnel, September-October 1983, pp.14-25.

Baird, L., and Meshoulam, I., "Strategic Human Resource Management: Implications for Training Human Resources Professionals," Training and Development Journal, January 1984, pp.76-78.

Baird, L., and Meshoulam, I., "The HRS Matrix: Managing the Human Resource Function Strategically," Human Resource Planning, Vol. 1, No. 1, 1984, pp.1-21.

Baird, L., and Meshoulam, I., "Personnel: A Second Change," Personnel, April 1986.

Schneier, C., Beatty, R., and Baird, L., "Creating a Performance Management Appraisal System," Training and Development Journal, May 1986.

Baird, L., and Meshoulam, I., "Proactive Human Resource Management," Human Resource Management, Winter 1987, pp. 483-502.

Baird, L., and Meshoulam, I., "Managing Two Fits of Strategic Human Resource Management," The Academy of Management Review, January 1988, pp. 116-128.

Baird, L., Beatty, R., and Schneier, C., "What Performance Management Can Do for TQI," Quality Progress, March 1988, pp. 28-32.

Baird, L., and Frohman, A., "Managing People is More Critical Than Ever," Research Technology Management, March-April 1988, pp.50-56.

Meshoulam, I., and Baird, L., "Managing Human Resource Strategies," Clerical Laboratory Management Review, January-February 1989, Vol. 3, 1, pp. 43-52.

Baird, L., and Meshoulam, I., "Getting Payoff From Investment in Human Resource Management," Business Horizons, January-February 1992.

Baird, L., J. Briscoe, L. Tuden, and M.H. Rosansky, "World Class Executive Development," Human Resource Planning, vol. 17, No. 1, 1994.

Baird, L., response to case study, "The Strategy That Wouldn't Travel," by Michael Beers, Harvard Business Review, November-December 1996.

Baird, L., and J. Henderson, "Performance To Learning: An Analysis of The Center For Army Lessons Learned," Human Resource Management, Vol. 36, No. 4, 1997.

Baird, L., Deacon, S. and Holland, P. "Learning From Action" Organizational Dynamics, Spring, 1999.

Cross, R. and Baird L., "Technology is Not Enough: Improving Performance by Building Organizational Memory," Sloan Management Review, Spring, 2000.

Baird, L, Griffin, D, and Henderson, J, "Time and Space: Reframing the Training and Development Agenda", Human Resource Management, Spring, 2003, PP. 39-52.

Baird, L. Griffin, D, "Adaptability and Responsiveness: The Case for Dynamic Learning", *Organizational Dynamics*, vol. 35, N. 4, pp. 372-383.

Griffin, D., Baird, L. (2006). Dynamic Learning: Expanding the Scope and Impact of Training. *SPBT Focus* (Fall 2006), 76-81.

Baird, L. & Griffin, D., (2006). Weak signals and Thin Threads: The Case for Dynamic Leadership, *Future Pharmaceuticals (Edition 2)*, 68-71.

Baird, L. & Griffin, D, (2012) . Dynamic Learning: Applying and Updating Knowledge Faster than the Speed of Change, *Oxford Handbook on Work and Aging*.

## **B. Presentations Not Published in Proceedings**

Hamner, W.C., Kim, J., Baird, L., and Bigoness, W., "The Effect of Race and Sex on Performance Appraisal," Academy of Management National Meetings, 1974.

Baird, L., "Performance and Satisfaction in Stimulating and Non-Stimulating Jobs," American Psychological Association National Meetings, 1975.

Baird, L., and Bigoness, W., "The Relationship of locus of Control to Organizational Responses," American Psychological Association National Meetings, 1976.

Bigoness, W., and Baird, L., "Satisfaction: A Career Perspective," Academy of Management National Meetings, 1977.

Hamner, W.C., and Baird, L., "Power and Pressure in Bargaining Behavior," Second Conference of Experimental Economics, Winzeshohl, Germany, 1977.

Baird, L., and Hamner, W.C., "Reinforcement Theory and Attitude Surveys: Who's Dissatisfied Why and What are They Likely to Do?" Academy of Management National Meetings, 1979.

Frohman, A., and Baird, L., "Administrative vs. Technical Role Requirements," Academy of Management National Meetings, 1979.

Beccia, P., and Baird, L., "The Potential Misuses of Overtime," Academy of Management National Meetings, 1979.

Beccia, P., and Baird, L., "Evaluating Government Personnel Departments: A Matter of Perspective," Academy of Management National Meetings, 1982.

Baird, L., and Meshoulam, I., "Managing Two Fits of Human Resource Management," Academy of Management National Meetings, 1987.

Baird, L., "Learning Networks," National Meeting of American Society of Quality, 1997.

Baird, L., D. Griffin, "Managing Knowledge to Produce Results," Human Resource Planning Society National Meetings, 1997.

Baird, L., Griffin, D. "Dynamic Learning", Academy of Management National Meetings, 2004

Baird, L., Griffin, D. "Dynamic Learning: Expanding the Scope and Impact of Training and Development, International Conference on Knowledge, Culture and Change in Organizations, July, 2006

Baird, L., McCarthy, J. and Griffin, D. (2012). *Implementing a Dynamic and Integrated Learning Curriculum*. Presented at the International Federation of Scholarly Associations of Management 2012 World Congress, Limerick, Ireland

Baird, L., (Author Only), McCarthy, J., (Presenter and Author), Deacon, S., (Author Only), Boston University Instructional Innovations Conference, Building the Bridge as You Walk On It: Innovations in Learning, Boston University, Boston. (March 2, 2012).

### C. Books

Baird, L., Beatty, D., and Schneier, C., (Ed.), Performance Appraisal Sourcebook, Human Resource Development Press, 1982.

Baird, L., Schneier, C., and Laird, D., (Ed.), Training and Development Sourcebook, Human Resource Development Press, 1982.

Baird, L., Managing Performance, (New York: John Wiley), 1986.

Schneier, C., Beatty, D., Baird, L., and Beccia, P., (Ed.) Performance Management Sourcebook, Human Resource Development Press, 1987.

Baird, L., Neatty, D., Schneier, C., (Ed.) Strategic Human Resource Management Sourcebook, Human Resource Development Press, 1988.

Baird, L., Post, J., and Mahon, J., Principles of Management: Functions and Responsibilities, NY: Harper/Collins, 1989.

Baird, L., Managing Human Resources, Integrating People and Business Strategy, Business One/Irwin, 1992.

Baird, L., and Frohman, A., Directing Strategy, The Keys to High Performance, Prentice Hall, 1993.

Schneier, L., C Russell, R. Beatty and L. Baird., Training and Development Sourcebook, 2<sup>nd</sup> edition, Human Resource Development Press, 1994.

Baird, L., R. Beatty, and C. Schneier, Performance, Measurement, Management and Appraisal Sourcebook, Human Resource Development Press, 1995.

Baird, L., Henderson, J. The Knowledge Engine, Barrett-Kohler, 2001

### COURSES TAUGHT

1. Organizational Behavior and Human Performances
2. Human Resource Management
3. Management of Innovation and Technology
4. Leadership
5. Doctoral Seminars in Research Methodology and Theory
6. Competing in the New Economy
7. 7. Creating and Disseminating Knowledge

### **PROFESSIONAL AWARDS**

American Psychological Association, Division 14, H. Rains Wallace Dissertation Award, 1975, 2<sup>nd</sup> Place.

Dissertation Grant – Graduate School of Business, Michigan State University.

Research Grant – Michigan Department of labor, East Lansing, Michigan.

Research Award – Foster Wheeler Corporation.

Faculty Research Grant Award, Graduate School, Boston University, 1975, 1976, 1977, 1978.

Outstanding Young Men in America (OYM) 1977, U.S. Jaycees.

### **OTHER ACTIVITIES**

Editorial Board, Human Resource Management 1996-present

Reviewer for papers submitted to Academy of Management for 1974, 1976, 1978, 1982, 1984-1986

Review Board, Human Resource Division, Academy of Management National Meetings, 1976, 1978, 1982, 1983, 1985, 1986., 2003-2011.

Coordinator- Pathway Program On line Learning for Adults 2010-2012