

VITA

SANDY J. WAYNE

April 2012

WORK ADDRESS

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EDUCATION

Ph.D. Mays School of Business, Texas A&M University, 1987
Major Field: Human Resource Management and Organizational Behavior
Minor Field: Industrial/Organizational Psychology
Dissertation Title: "An Investigation of the Determinants of Exchange Quality in Supervisor-Subordinate Relationships."
Committee: Gerald R. Ferris (Chair), David D. Van Fleet, Stuart A. Youngblood, Stephen Worchel

Recipient of the **S. Rains Wallace Dissertation Award** in recognition of the best doctoral dissertation in the field of industrial and organizational psychology, 1988

M.B.A. Illinois State University, August, 1983

B.S. Business Administration, Illinois State University, May, 1980

ACADEMIC APPOINTMENTS

Professor of Management, 2003 to Present
Associate Professor of Management, 1993 to 2002
Assistant Professor of Management, 1987-1990; 1991-1993
University of Illinois at Chicago

Visiting Professor of Management, Summers of 2005, 2006, 2007, 2008, 2009, 2010
Chinese University of Hong Kong, Hong Kong, China
International Summer School Program

Professor of Management, 2002-2003
University of Georgia

Assistant Professor of Management, 1990-1991
Georgia State University

ADMINISTRATIVE APPOINTMENTS

Director of the University of Illinois' Center for Human Resource Management (CHRM)

August 1996 – 2002; 2003 – Present

CHRM is a joint venture of Corporate Partners (senior-level Human Resource Management executives) and the faculty of the University of Illinois' Urbana/Champaign and Chicago campuses. Among the Corporate Partners are 3M, Frito-Lay, Grundfos Pumps, ITW, Microsoft, Raytheon, Sara Lee, Starbucks, State Farm Insurance, 3M, Raytheon, Trilogy, and USG. The Center supports scientifically applied research and holds a roundtable conference each fall and spring, attended by our corporate partners and U of I faculty.

Primary responsibilities include: recruiting new corporate partners, retaining current corporate partners, conducting workshops, evaluating and facilitating research funded by CHRM, planning roundtable conferences, identifying and securing speakers for roundtable conferences, and establishing a budget for CHRM initiatives.

Elected Officer of the Human Resources Division, Academy of Management, 2005-2010:

Past Division Chair, Human Resources Division, Academy of Management, 2009-2010

Division Chair, Human Resources Division, Academy of Management, 2008-2009

Division Chair Elect, Human Resources Division, Academy of Management, 2007-2008

Program Chair, Human Resources Division, Academy of Management, 2006-2007

Professional Development Workshop Chair, Human Resources Division, Academy of Management, 2005-2006

Ph.D. Coordinator, University of Illinois at Chicago, 1994-1995

Responsible for coordinating and managing all aspects of the Human Resource Management doctoral program (15 students) including establishing preliminary examination policies, recruitment and selection of students, and academic counseling.

EDITORIAL BOARDS

(1) **Academy of Management Journal**, 1994 – 1999

(2) **Academy of Management Review**, **Special Issue on Managerial Caring and Compassion**, 2010

(3) **Human Resource Management**, 1999 – 2004; 2009 – present

(4) **Human Resource Management Review**, 1997 - present

(5) **Journal of Applied Psychology**, 2001 - present

(6) **Journal of Management**, 1994 - present

(7) **Journal of Organizational Behavior**, 2002 – present

(8) **Personnel Psychology**, 2007- present

AWARDS AND HONORS

Elected to the Academy of Management, **Board of Governors**, 2011-2014.

Recognized as a **SIOP Scholar** by the Society of Industrial and Organizational Psychology (SIOP), March 2012, based on research accomplishments in the field of I/O Psychology.

Selected to join the **Society of Organizational Behavior**, a group of leading scholars in the field of organizational behavior, 2011.

Outstanding Doctoral Alumni Award, Mays School of Business, Texas A&M University, 2010

This award is given to a scholar whose work has had a significant impact on thousands of students as well as the marketplace. This award honors doctoral graduates who have achieved significant distinction in their field and serve as role models for current students.

Best Paper Award, Southern Management Association Annual Meeting, 2009

“Good Learners and Good Performers: The Interactive Effect of Learning Goal Orientation and Impression Management Tactics on Creativity through Mentoring Provision”

College of Business Award for Outstanding Service, University of Illinois at Chicago, 2007

Best Applied Paper Award, Careers Division, Annual Academy of Management, 2006

“Career Management: Increasing Human Capital without Losing the Investment”

Best Paper Award, Southern Academy of Management Association Annual Meeting, 2004

“Understanding Employees’ Resistance toward Sexual Harassment Prevention Programs”

Inducted as a **Fellow of the Society of Industrial and Organizational Psychologists (SIOP)**, 2003

College of Business Alumni Association Award for Distinguished Research, University of Illinois at Chicago, 2002

Ulrich & Lake Award for Excellence in HRM Scholarship for the best article published in Human Resource Management, 2001

“Managing Individual Performance in Work Groups”

Yoder-Heneman Human Resource Management Research Award, 1995

"Task Interdependence as a Moderator of the Relation between Group Control and Performance."

Best Paper Award, Southern Academy of Management Association Annual Meeting, 1994

"A Partial Test of the Perceptions of Organizational Politics (POPS) Model"

AWARDS AND HONORS (CONTINUED)

S. Rains Wallace Dissertation Award, 1988. Competitive award in recognition of the best doctoral dissertation in the field of industrial and organizational psychology. Acceptance of this award involved a featured address titled "Determinants of Exchange Quality in Supervisor-Subordinate Relationships," at the American Psychological Association, Atlanta, 1988.

RESEARCH GRANTS

\$1,000 UIC Faculty Scholarship Support Program

\$2,725 UIC Department of Managerial Studies, Research and Development Fund

\$44,073 from the Society for Human Resource Management (SHRM) Foundation
Title: Achieving Fairness When Treating Employees Differently: The Case of Idiosyncratic Deals (I-Deals)

\$56,828 from the Management Education Research Institute
Title: The Role of the MBA Degree and Other Human Capital Factors in Mitigating the Effects of Managerial Stereotyping on Career Outcomes

\$8,920 from the Center for Human Resource Management, University of Illinois
Title: Developing Employee Engagement

\$20,000 from the Center for Human Resource Management, University of Illinois
Title: Managing the Employment Relationship in Different Cultures

\$7,500 from the Center for Human Resource Management, University of Illinois
Title: How Employees Understand and Respond to Outsourcing: A Sensemaking Perspective

\$7,000 from the Center for Human Resource Management, University of Illinois
Title: The Successful Employment Relationship: How is it Achieved?

\$2,500 from the Society for Industrial and Organizational Psychology Foundation
Title: The Role of HR Practices in Influencing Employee Perceptions of Organizational Support, Commitment, and Performance

\$16,500 from the Center for Human Resource Management, University of Illinois
Title: Understanding Employee Retention from a Careers Perspective

\$14,380 from the Society for Human Resource Management Foundation
Title: Human Resource Practices and the Assimilation of Newcomers into the Organization

\$9,500 from the Society for Human Resource Management Foundation
Title: Changing Nature of the Employment Relationship

RESEARCH GRANTS (CONTINUED)

\$15,000 from the Center for Human Resource Management, University of Illinois

Title: Changing Nature of the Employment Relationship

\$10,000 from the College of Business, University of Illinois at Chicago, Research Award

\$20,300 from the Center for Human Resource Management, University of Illinois

Title: Expatriates' Work and Cultural Adjustment

\$29,800 from the Center for Human Resource Management, University of Illinois

Title: Effectiveness of Contingent Work Forces

\$6,161 from the Society for Human Resource Management Foundation

Title: Performance Management in Empowered Work Teams

\$15,200 from the Center for Human Resource Management, University of Illinois

Title: Performance Management in Empowered Work Teams

\$3,000 from the University of Illinois at Chicago, College of Business Research Award Program

Title: Performance Management in Empowered Work Teams

\$5,209 from the University of Illinois at Chicago, Campus Research Board

Title: Rewards and Team Effectiveness

\$15,000 from the Center for Human Resource Management, University of Illinois

Title: Empowered Work Teams: Composition, Process, Rewards and Effectiveness

\$5,000 from the Foundation for Excellence in Consulting and Management

Title: Rewards and Team Effectiveness

\$8,000 from the Center for Human Resource Management, University of Illinois

Title: Determinants of Employee Career Success: Who's Getting Ahead and Why?

REFEREED PUBLICATIONS

Woodman, R.W., & Wayne, S.J. (1985). "An Investigation of Positive-Findings Bias in Organization Development Evaluation." **Academy of Management Journal**, 1985, 26, 889-913.

Griffin, R.W., Bateman, T.S., Wayne, S.J., & Head, T.C. (1987). "Objective and Social Factors as Determinants of Task perceptions and Responses: An Integrative Framework and Empirical Investigation." **Academy of Management Journal**, 30, 501-503.

REFEREED PUBLICATIONS (CONTINUED)

- Wagner, J.A., Ferris, G.R., Fandt, P.M., & Wayne, S.J. (1987). "The Organizational Tenure--Job Involvement Relationship: A Job-Career Experience Explanation." **Journal of Occupational Behavior**, 8, 63-71.
- Ferris, G.R., Bergin, T.G., & Wayne, S.J. (1988). "Personal Characteristics, Job Performance, and Absenteeism of Public School Teachers." **Journal of Applied Social Psychology**, 18, 552-563.
- Wayne, S.J., & Ferris, G.R. (1990). "Influence Tactics, Affect, and Exchange Quality in Supervisor-Subordinate Interactions: A Laboratory Experiment and Field Study." **Journal of Applied Psychology**, 75, 487-499.
- Wayne, S.J., & Kacmar, K.M. (1991). "The Effects of Impression Management on the Performance Appraisal Process." **Organizational Behavior and Human Decision Processes**, 48, 70-88.
- Wayne, S.J., & Rubinstein, D. (1992). "Extending Game Theoretic Propositions about Slack and Scarcity in Managerial Decision Making." **Human Relations**, 45, 525-536.
- Liden, R.C., Wayne, S.J., & Stilwell, D. (1993). "A Longitudinal Study on the Early Development of Leader Member Exchanges." **Journal of Applied Psychology**, 78, 662-674.
- Shore, L.M., & Wayne, S.J. (1993). "Commitment and Employee Behavior: A Comparison of Affective Commitment and Continuance Commitment with Perceived Organizational Support." **Journal of Applied Psychology**, 78, 774-780.
- Wayne, S.J., & Green, S.A. (1993). "The Effects of Leader-Member Exchange on Employee Citizenship and Impression Management Behavior." **Human Relations**, 46, 1431-1440.
- Wayne, S.J., Liden, R.C., & Sparrowe, R.T. (1994). "The Influence of Gender and Ingratiation on the Development of Leader-Member Exchanges." **American Behavioral Scientist**, 37, 697-714.
- Kacmar, K.M., Wayne, S.J., & Ratcliff, S.H. (1994). "An Examination of Automatic Versus Controlled Information Processing in the Employment Interview: The Case of Minority Applicants." **Sex Roles**, 30, 809-828.
- Wayne, S.J., & Liden, R.C. (1995). "A Longitudinal Study of the Effects of Impression Management on Performance Ratings." **Academy of Management Journal**, 38, 1, 232-260.

REFEREED PUBLICATIONS (CONTINUED)

- Thacker, R.A., & Wayne, S.J. (1995). "An Examination of the Relationship Between Upward Influence Tactics and Assessments of Promotability." **Journal of Management**, 21, 739-756.
- Wayne, S.J., Kacmar, K.M., & Ferris, G.R. (1995). "Coworker Responses to Others' Ingratiation Attempts." **Journal of Managerial Issues**, 7, 277-289.
- Ferris, G.R., Galang, M.C., Thornton, M.L., & Wayne, S.J. (1995). "A Power and Politics Perspective on Human Resources Management." In G.R. Ferris, S.D. Rosen, & D.T. Barnum (Eds.), **Handbook of Human Resources Management** (pp. 100-114). Cambridge, MA: Blackwell Publishers Inc.
- Kacmar, K.M., Wayne, S.J., & Wright, P.M. (1996). "Subordinate Reactions to the Use of Impression Management Tactics and Feedback by the Supervisor." **Journal of Managerial Issues**, 8, 35-53.
- Liden, R.C., Wayne, S.J., & Bradway, L.K. (1997). "Task Interdependence as a Moderator of the Relation Between Group Control and Performance." **Human Relations**, 50, 169-181.
Recipient of the 1995 Yoder-Heneman Human Resource Management Research Award.
- Wayne, S.J., Shore, L.M., & Liden, R.C. (1997). "Perceived Organizational Support and Leader-Member Exchange: A Social Exchange Perspective." **Academy of Management Journal**, 40, 82-111.
- Liden, R.C., Sparrowe, R.T., & Wayne, S.J. (1997). "Leader-Member Exchange Theory: The Past and Potential for the Future." **Research in Personnel and Human Resources Management**, 15, 47-119.
- Wayne, S.J., Liden, R.C., Graf, I.K., & Ferris, G.R. (1997). "The Role of Upward Influence Tactics in Human Resources Decisions." **Personnel Psychology**, 50, 979-1006.
- Wayne, S.J., Liden, R.C., Kraimer, M.L., & Graf, I.K. (1999). "The Role of Human Capital, Motivation, and Supervisor Sponsorship in Predicting Career Success." **Journal of Organizational Behavior**, 20, 577-595.
- Liden, R.C., Wayne, S.J., Judge, T.A., Sparrowe, R.T., Kraimer, M.L., & Franz, T.M. (1999). "Management of Poor Performance: A Comparison of Manager, Group Member, and Group Disciplinary Decisions." **Journal of Applied Psychology**, 84, 835-850.
- Liden, R.C., Wayne, S.J., & Sparrowe, R.T. (2000). "An Examination of the Mediating Role of Psychological Empowerment on the Relations Between the Job, Interpersonal Relationships, and Work Outcomes." **Journal of Applied Psychology**, 85, 407-416.

REFEREED PUBLICATIONS (CONTINUED)

- Liden, R.C., Wayne, S.J., & Kraimer, M.L. (2001). "Managing Individual Performance in Work Groups." **Human Resource Management**, 40, 63-72.
Recipient of the Ulrich & Lake Award for Excellence in HRM Scholarship for the best article in 2001 published in Human Resource Management.
- Sparrowe, R.T., Liden, R.C., Wayne, S.J., & Kraimer, M.L. (2001). "Social Networks and the Performance of Individuals and Groups." **Academy of Management Journal**, 44, 316-325.
- Kraimer, M.L., Wayne, S.J., & Jaworski, R.A. (2001). "Sources of Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment." **Personnel Psychology**, 54, 71-99.
- Wayne, S.J., Shore, L.M., Bommer, W.H., & Tetrick, L.E. (2002). "The Role of Fair Treatment and Rewards in Perceptions of Organizational Support and Leader-Member Exchange." **Journal of Applied Psychology**, 87, 590-598.
- Murphy, S.M., Wayne, S.J., Liden, R.C., & Erdogan, B. (2003). "Understanding Social Loafing: The Role of Justice Perceptions and Exchange Relationships." **Human Relations**, 56, 61-84.
- Liden, R.C., Wayne, S.J., Kraimer, M.L., & Sparrowe, R.T. (2003). "Dual Commitments of Contingent Workers: An Examination of Contingents' Commitment to the Agency and the Organization." **Journal of Organizational Behavior**, 24, 609-625.
- Liden, R.C., Wayne, S.J., Jaworski, R.A., & Bennett, N. (2004). "Propensity to Withhold Effort: A field test of the Kidwell and Bennett Model." **Journal of Management**, 30, 285-304.
- Kraimer, M.L. & Wayne, S.J. (2004). "The Role of Situational Stressors and Perceived Organizational Support in Predicting Expatriate Success." **Journal of Management**, 30, 209-237.
- Kraimer, M.L., Wayne, S.J., Liden, R.C., & Sparrowe, R.T. (2005). "Understanding Full-time Employees' Reactions to the Use of Temporary Workers: The Role of Job Security." **Journal of Applied Psychology**, 90, 389-398.
- Bauer, T.N., Erdogan, B., Liden, R.C., & Wayne, S.J. (2006). "A Longitudinal Study of the Moderating Role of Extraversion: LMX, Performance, and Turnover during New Executive Development." **Journal of Applied Psychology**, 91, 298-310.
- Liden, R.C., Erdogan, B., Wayne, S.J., & Sparrowe, R.T. (2006). "Leader-Member Exchange, Differentiation, and Task Interdependence: Implications for Individual and Group Performance." **Journal of Organizational Behavior**, 27, 723-746.

REFEREED PUBLICATIONS (CONTINUED)

- Zhao, H., Wayne, S.J., Glibkowski, B., & Bravo, J. (2007). "The Impact of Psychological Contract Breach on Work-related Outcomes: A Meta-analysis." **Personnel Psychology**, 60, 647-680.
- Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). "Servant leadership: Development of a Multidimensional Measure and Multilevel Assessment." **Leadership Quarterly**, 19, 161-177.
- Henderson, D., Wayne, S.J., Shore, L.M., Bommer, W.H., & Tetrick, L.E. (2008). "Leader-Member Exchange within the Work Group and Psychological Contract Fulfillment: A Multilevel Approach." **Journal of Applied Psychology**, 93, 1208-1219.
- Dulac, T., Coyle-Shapiro, J.A.M., Henderson, D.J., & Wayne, S.J. (2008). "Not all Responses to Breach are the Same: The Interconnection of Social Exchange and Psychological Contract Processes in Organizations." **Academy of Management Journal**, 51, 1079-1098.
- Wayne, S.J., Coyle-Shapiro, J.A.M., Eisenberger, R., Liden, R.C., Rousseau, D.M., & Shore, L.M. (2009). "Chapter 9: Social Influences." In **Commitment in Organizations: Accumulated Wisdom and New Directions**. Editors: H.J. Klein, T.E., Becker, & J.P. Meyer. Routledge/Taylor and Francis, 253-284.
- Hoobler, J.M., Wayne, S.J., & Lemmon, G. (2009). "Bosses' Perceptions of Work-Family Conflict and Women's Upward Mobility: The Glass Ceiling Reexamined." **Academy of Management Journal**, 52, 939-957.
- Chaudhry, A., Wayne, S.J., Schalk, R. (2009). "A Sensemaking Model of Employee Evaluation of Psychological Contract Fulfillment: When and How do Employees Respond to Change?" **Journal of Applied Behavioral Science**, 45, 498-520.
- Kraimer, M.L., Seibert, S.E., Wayne, S.J., Liden, R.C., & Bravo, J. (2011). "Antecedents and Outcomes of Organizational Support for Development: The Critical Role of Career Opportunities." **Journal of Applied Psychology**, 96, 485-500.
- Hoobler, J.M., Lemmon, G., & Wayne, S.J. (2011). "Women's Underrepresentation in Upper Management: New Insights on a Persistent Problem." **Organizational Dynamics**, 40, 151-156.
- Hoobler, J.M., Lemmon, G., & Wayne, S.J. (in press). "Women's Managerial Aspirations: An Organizational Development Perspective." **Journal of Management**.
- Mawritz, M.B., Mayer, D.M., Hoobler, J.M., Wayne, S.J., & Marinova, S.V. (in press). "A Trickle-Down Model of Abusive Supervision." **Personnel Psychology**.

PRACTITIONER PUBLICATIONS

Wayne, S.J., Griffin, R.W., & Bateman, T.S. (1986). "Improving the Effectiveness of Quality Circles." **Personnel Administrator**, 31, 79-88.

Liden, R.C., Wayne, S.J., & Bradway, L.K. (1996). "Does Group Empowerment Lead to Increased Performance?" **HR Magazine**, 41, 73-79.

BOOK REVIEWS

Griffin, R.W., & Wayne, S.J., book review of Work Motivation by Craig C. Pinder, **Administrative Science Quarterly**, 1985, 30, 299-302.

Wayne, S.J., & Ferris, G.R., book review of International Review of Industrial and Organizational Psychology by Cary L. Cooper and Ivan T. Robertson (Editors), **Personnel Psychology**, 1987, 40, 179-181.

Wayne, S.J., book review of Behavioural Sciences for Managers by A. G. Cowling, M. J. K. Stanworth, R. D. Bennett, J. Curran, and P. Lyons, **Journal of Organizational Behavior**, 1989.

WORK IN PROGRESS

Liu, D., Wang, S., & Wayne, S.J. "How Much You Mentor Me Depends on How I Impress You: The Role of Protégé Impression Management Tactics in Mentoring." Journal Target: **Organizational Behavior and Human Decision Processes**.

Chaudhry, A., Coyle-Shapiro, J.A.M., & Wayne, S.J. "A Longitudinal Study of the Impact of Organizational Change on Transactional, Relational, and Balanced Psychological Contracts." Journal Target: **Journal of Leadership and Organizational Studies**.

Gavino, M.C., Wayne, S.J., & Erdogan, B. "Discretionary and Transactional Human Resource Practices and Employee Outcomes: The Role of Perceived Organizational Support." Journal Target: **Human Resource Management**.

Glibkowski, B., Lemmon, G., Wayne, S.J., Chaudhry, A., & Marinova, S. "Scale Development of Resource Theory." Journal Target: **Journal of Applied Psychology**.

Hu, Jia, Wayne, S.J., Liden, R.C., Bauer, T.N., & Erdogan, B. "The Role of Person-Organization Fit on the Assimilation of Newcomers and Transferees." This longitudinal study investigates the development of supervisor-subordinate relationships. Journal Target: **Journal of Applied Psychology**.

Servant Leadership. Data analysis phase.

WORK IN PROGRESS (CONTINUED)

Cross Cultural Study on LMX. Data analysis phase.

Cross Cultural Study on Psychological Contract Violation. Data collection phase.

Employee Engagement. Data analysis phase.

PRESENTATIONS AND PROCEEDINGS PUBLICATIONS

Wayne, S.J., & Griffin, R.W. "Participative Versus Assigned Goal Setting: An Extension of the Vroom-Yetton Model," Proceedings of the Southern Division of the Academy of Management, New Orleans, 1984.

Rubinstein, D., Wayne, S.J., Van Fleet, D.D., & Zey-Ferrell, M. "Do Corporate Leaders Defy Death? Macro-Historical Analyses of Intra-Annual Death Patterns of Corporate Leaders," Proceedings of the Southern Division of the Academy of Management, New Orleans, 1984.

Wayne, S.J., Rubinstein, D., & Woodman, R.W. "The Influence of Political Influence on Compromise and Choice in Strategic Decision Making," presented at the Annual Academy of Management, Organizational Behavior Division, Boston, 1984.

Griffin, R.W., & Wayne, S.J. "A Field Study of Effective and Less-Effective Quality Circles," Proceedings of the National Academy of Management, Organizational Behavior Division, Boston, 1984.

Griffin, R.W., Youngblood, S., Bateman, T., & Wayne, S.J. "Objective and Social Environmental Forces as Determinants of Employee Work Environment Perceptions and Reactions," presented at a symposium at the Annual Meeting of the Academy of Management, Organizational Behavior Division, Boston, 1984.

Woodman, R.W., Wayne, S.J., & Rubinstein, D. "Personality Correlates for a Propensity to Engage in Political Behavior in Organizations," Proceedings of the Southwest Division of the Academy of Management, New Orleans, 1985.

Fandt, P.M., Wayne, S.J., Ferris, G.R., & Wagner, J.A. "A Job-Career Perspective on the Organizational Tenure--Job Involvement Relationship," Proceedings of the Southern Division of the Academy of Management, Orlando, 1985.

Fandt, P.M., & Wayne, S.J. "Trends in Organizational Theory Research," Proceedings of the Southwest Division of the Academy of Management, New Orleans, 1985.

Wayne, S.J., Head, T.C., Griffin, R.W., & Bateman, T.S. "Task Attributes and Social Information Processing: Toward an Integrated Perspective," presented at the Annual Academy of Management, Organizational Behavior Division, San Diego, 1985.

PRESENTATIONS AND PROCEEDINGS PUBLICATIONS (CONTINUED)

Wayne, S.J., & Rubinstein, D. "The Influence of Subordinate Impression Management Behaviors on Supervisor Performance Appraisal and Exchange Quality," presented at the Annual Academy of Management, Personnel and Human Resources Division, New Orleans, 1987.

Bateman, T.S., Fandt, P.M., Strasser, S., & Wayne, S.J. "Advice-Giving and Advice-Taking: Tacit knowledge about Careers in Organizations," presented at the Annual Academy of Management, Management Education and Development Division, New Orleans, 1987.

Cooke, R.A., Kernaghan, J.A., & Wayne, S.J. "Group-based Management Development Programs: The Effects of Group and Individual Factors on Participant Outcomes," Proceedings of the OB/HRM Conference, Boston, 1989.

Wayne, S.J., & Rubinstein, D. "Extending Game Theoretic Propositions about Slack and Scarcity in Managerial Decision Making," presented at the Annual Academy of Management, Organizational Behavior Division, Washington, 1989.

Wayne, S.J., Kacmar, K.M., & Ferris, G.R. "Subordinate Upward Influence Effects on Coworker Responses," presented at the Society for Industrial and Organizational Psychology Conference, Boston, 1989.

Wayne, S.J., & Liden, R.C. "The Influence of Impression Management on Supervisor Responses," presented at the Council for Employee Responsibilities and Rights Annual Conference, Orlando, 1990.

Kacmar, K.M., Wayne, S.J., & Ratcliff, S.L. "Evening the Odds: The Influence of Information on Hiring Minorities," Proceedings of the Southern Division of the Academy of Management, Orlando, 1990.

Liden, R.C., & Wayne, S.J. "Feedback in the Development of Leader-Member Exchanges," presented at the Annual Academy of Management, joint symposium for the Organizational Behavior and Human Resource Management Divisions, San Francisco, 1990.

Liden, R.C., & Wayne, S.J. "Job Longevity and Impression Management in Leader-Member Exchanges," presented at the Society for Industrial and Organizational Psychology Conference, Miami, 1990.

Kacmar, K.M., Wayne, S.J., & Wright, P. "Supervisor Use of Impression Management," presented at the Society for Industrial/Organizational Psychology Conference, St. Louis, 1991.

Liden, R.C., Wayne, S.J., & Stilwell, D. "A Longitudinal Study on the Early Development of Leader-Member Exchanges," Proceedings of the Southern Division of the Academy of Management, New Orleans, 1992.

PRESENTATIONS AND PROCEEDINGS PUBLICATIONS (CONTINUED)

Shore, L.M., & Wayne, S.J. "Commitment and Employee Behavior: A Comparison of Affective Commitment and Continuance Commitment with Perceived Organizational Support." Proceedings of the Southern Division of the Academy of Management, New Orleans, 1992.

Wayne, S.J., Shore, L.M., & Liden, R.C. "An Examination of the Effects of HR Practices on Leader-Member Exchange and Perceived Organizational Support," presented at the Annual Academy of Management, Human Resource Management Division, Dallas, 1994.

Liden, R.C., Wayne, S.J., Bradway, L., & Murphy, S. "A Field Investigation of Individual Empowerment, Group Empowerment, and Task Interdependence," presented at the Annual Academy of Management, Organizational Behavior Division, Dallas, 1994.

Kacmar, K.M., & Wayne, S.J. "Publishing Trends in Human Resources: Multiple Perspectives," symposium presented at the Southern Division of the Academy of Management, New Orleans, 1994.

Kacmar, K.M., Bozeman, D.P., Wayne, S.J., & Anthony, W.P. "A Partial Test of the Perceptions of Organizational Politics (POPS) Model," presented at the Southern Division of the Academy of Management, New Orleans, 1994.

Liden, R.C., Wayne, S.J., Bradway, L., & Sparrowe, R. "Leading Empowered Work Groups," presented at the Society for Industrial/Organizational Psychology Conference, Nashville, 1994.

Kacmar, K.M., Wayne, S.J., & Bozeman, D.P. "The Many Faces of Ingratiation," presented at the Society for Industrial/Organizational Psychology Conference, Orlando, 1995.

Wayne, S.J., Graf, I.K., & Ferris, G.R. "The Role of Upward Influence Tactics in Human Resources Decisions," Best Papers Proceedings, Academy of Management Meetings, 1995.

Wayne, S.J., Liden, R.C., Graf, I.K., & Kraimer, M.L. "The Importance of Supervisor Support to Career Success," presented at the Annual Academy of Management, Careers Division, Cincinnati, 1996.

Sparrowe, R.T., Liden, R.C., Wayne, S.J., & Kraimer, M.L. "An Examination of Social Exchange Patterns Through Network Analysis," symposium presented at the Southern Division of the Academy of Management, Atlanta, 1997.

Kraimer, M.L., Wayne, S.J., & Jaworski, R.A. "Expatriate Adjustment: The Role of Information-Seeking, POS, and Social Support," Proceedings of the Southern Division of the Academy of Management, Atlanta, 1999.

PRESENTATIONS AND PROCEEDINGS PUBLICATIONS (CONTINUED)

- Kraimer, M.L., Wayne, S.J., & Jaworski, R.A. "Social Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment," presented at the Annual Academy of Management, Toronto, 2000.
- Liden, R.C., Erdogan, B., Wayne, S.J., & Sparrowe, R.T. "Leader-member Exchange Differentiation: Implications for Group Effectiveness," presented at the Annual Academy of Management, Toronto, 2000.
- Kraimer, M.L., Wayne, S.J., Liden, R.C., & Sparrowe, R.T. "Understanding Full-time Employees' Reactions to the Use of Temporary Workers: The Role of Job Security," presented at the Annual Academy of Management, Washington, DC, 2001.
- Shore, L.M., Bommer, W.H., Tetrick, L.E., & Wayne, S.J. "Social and Economic Exchanges as Group-level Phenomena," presented at the Annual Academy of Management, Washington, DC, 2001.
- Kraimer, M.L. & Wayne, S.J. "Determinants of Expatriate Performance: A Stress Management Perspective," presented at the Annual Academy of Management, Washington, DC, 2001.
- Murphy, P.J., Liden, R.C., & Wayne, S.J. "Interactional Justice, Group Cohesion, and LMX: Combined Impacts on Outcomes," presented at the Society for Industrial and Organizational Psychology, Orlando, FL, 2003.
- Liden, R.C., Erdogan, B., Bauer, T.N., & Wayne, S.J. "Integration of Executives into the Organization," presented at the Society for Industrial and Organizational Psychology, Orlando, FL, 2003.
- Kraimer, M.L., Seibert, S.E., Wayne, S.J., & Liden, R.C. "Examining Employee Performance and Turnover Intentions from A Careers Perspective," presented at the Annual Academy of Management, Seattle, WA, 2003.
- Liden, R.C., Bauer, T.N., Erdogan, B., & Wayne, S.J. "An Examination of the Role of Personality in Socialization," presented at the Society for Industrial and Organizational Psychology, April 2004.
- Bauer, T.N., Liden, R.C., Erdogan, B., & Wayne, S.J. "Understanding the LMX to Performance and Turnover Relationships: The Moderating Role of Extraversion," presented at the Annual Academy of Management, New Orleans, LA, 2004.
- Gavino, M.C. & Wayne, S.J. "A Longitudinal Study of the Role of Human Resource Practices in Influencing Employee Perceptions of Organizational Support (POS), Commitment, Customer Orientation and Extra-Role Performance," presented at the Annual Academy of Management, New Orleans, LA, 2004.

PRESENTATIONS AND PROCEEDINGS PUBLICATIONS (CONTINUED)

Zhao, H., Liden, R.C., & Wayne, S.J. "Understanding Employees' Resistance Toward Sexual Harassment Prevention Programs," presented at the Southern Management Association, 2004.

Recipient of the Best Paper Award, Southern Management Association, 2004.

Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. "Development of a Multidimensional Measure of Servant Leadership," presented at the Southern Management Association, Charleston, SC, 2005.

Graf, I., Wayne, S.J., & Yuan, L. "The Differential Effects of Social Support and Social Embeddedness on Employee Outcomes," presented at the Annual Academy of Management, Honolulu, HI, 2005.

Zhao, H., Wayne, S.J., Glibkowski, B., & Bravo, J. "The Impact of Psychological Contract Breach on Work-related Outcomes: A Meta-analysis," presented at the Annual Academy of Management, Honolulu, HI, 2005.

Dulac, T., Coyle-Shapiro, J.A.M., Henderson, D.J., & Wayne, S.J. "The Development of Psychological Contract Breach and Violation: A Social Exchange Approach," presented at the Annual Academy of Management, Atlanta, GA, 2006.

Kraimer, M., Seibert, S., Wayne, S.J., Liden, R.C., & Bravo, J. "Career Management: Increasing Human Capital without Losing the Investment," presented at the Annual Academy of Management, Atlanta, GA, 2006.

Recipient of the Careers Division Applied Paper Award, 2006.

Chaudhry, A. & Wayne, S.J. "Expectations Versus Promises as Bases of Employee Psychological Contract," presented at the Eastern Academy of Management, Amsterdam, The Netherlands, 2007.

Glibkowski, B., Chaudhry, A., & Wayne, S.J. "Antecedents of Leader-Member Exchange (LMX) Reciprocity," presented at the Annual Academy of Management, Philadelphia, PA, 2007.

Henderson, D., Wayne, S.J., & Bommer, W.H. "Leader-Member Exchange, Differentiation, and Psychological Contract Breach: A Multilevel Approach," presented at the Annual Academy of Management, Philadelphia, PA, 2007.

Chaudhry, A. & Wayne, S.J. "Expectations Versus Promises as the Basis of Employee Psychological Contract Fulfillment," presented at the Annual Academy of Management, Anaheim, CA, 2008.

PRESENTATIONS AND PROCEEDINGS PUBLICATIONS (CONTINUED)

Wayne, S.J., Hoobler, J.M., Marinova, S.V., & Johnson, M.M. "Abusive Behavior: Trickle-Down Effects Beyond the Dyad." Proceedings of the Annual Academy of Management, Anaheim, CA, 2008.

Hoobler, J.M., Wayne, S.J., & Lemmon, G. "Bosses' Perceptions of Work-Family Conflict and Women's Upward Mobility: Glass Ceiling Reexamined," presented at the Annual Academy of Management, Anaheim, CA, 2008.

Bardes, M., Mayer, D., Hoobler, J.M., Wayne, S.J., & Marinova, S. "An Examination of the Trickle-Down Effects of Abusive Supervision," presented at the Society for Industrial and Organizational Psychology, New Orleans, LA, 2009.

Chaudhry, A., Wayne, S.J., & Coyle-Shapiro, J. A.-M. "A "New" Deal: Myth or Reality? Rethinking Psychological Contracts in the Context of Change," presented at the Annual Academy of Management, Chicago, IL, 2009.

Hoobler, J.M., Lemmon, G., & Wayne, S.J. "The Maternal Wall: A Human Capital Perspective," presented at the Annual Academy of Management, Chicago, IL, 2009.

Glibkowski, B.C., Wayne, S.J., & Lemmon, G. "Negotiating Social Exchanges," presented at the Annual Academy of Management, Chicago, IL, 2009.

Liu, D., Wang, S., & Wayne, S.J. "Good Learners and Good Performers: The Interactive Effect of Learning Goal Orientation and Impression Management Tactics on Creativity through Mentoring Provision," presented at the Southern Management Association Meeting, Asheville, NC, 2009.
Recipient of the Southern Management Association Meeting Best Student Paper Award, 2009.

Wilson, M.S., Wayne, S.J., & Chaudhry, A. "Empowered yet leaving: It is all about power distance," presented at the 26th Annual Conference of the Society of Industrial and Organizational Psychology, Chicago, IL, 2011.

Meuser, J., Liden, R.C., Wayne, S.J., Henderson, D. "Is servant leadership always a good thing? The moderating influence of servant leadership prototype," presented at the Annual Academy of Management, San Antonio, TX, 2011.

Hoobler, Jenny M., Lemmon, Grace, & Wayne, Sandy J. "Women's managerial aspirations from a career development perspective," presented at the Society for Industrial and Organizational Psychology-South Africa, Pretoria, South Africa, 2011.

TEACHING EXPERIENCE

University of Illinois
at Chicago:

Taught undergraduate and graduate courses (M.B.A. and Ph.D. level) in Human Resource Management and Organizational Behavior. All ratings above 4.0 on a 5.0 scale.

Undergraduate:

Human Resource Management. An introductory course covering the topics of selection, performance evaluation, training and development, compensation, discipline, and employment laws.

Organizational Behavior. An introductory course covering the topics of motivation, leadership, groups, culture, organizational structure, and work-related attitudes and behaviors.

Introduction to Management. An introductory course covering topics in the areas of strategy, organizational behavior, organizational theory, and human resource management.

MBA:

Human Resource Management. An elective course for M.B.A. students covering employment law, recruitment and selection, training and development, compensation, careers, performance evaluation, and discipline.

Organizational Behavior. A required course for all students in the M.B.A. program. An overview course covering personality, work-related attitudes and behaviors, organizational structure, culture, decision making, and group dynamics.

Doctoral:

Seminar in Human Resource Management. A readings and discussion course of the current empirical and theoretical articles in the field of human resource management.

Special Topics Course on Exchange Relationships. Readings and discussion of exchange theory, psychological contracts, perceived organizational support, and leader-member exchange.

Seminar in Organizational Behavior. A readings and discussion course of the current empirical and theoretical articles in the field of organizational behavior.

University of
Georgia:

Human Resource Management. An introductory course covering the topics of selection, performance evaluation, training and development, compensation, discipline, and employment laws. Rating of 4.4/5.0

Organizational Behavior. An introductory course covering the topics of motivation, leadership, groups, culture, organizational structure, and work-related attitudes and behaviors.

Seminar in Human Resource Management. A readings and discussion course of the current empirical and theoretical articles in the field of human resource management.

DOCTORAL DISSERTATIONS

Dissertation Chairperson for Janet Szumal, Isabel Graf, Susan Murphy, Lisa Bradway, Maria Kraimer, Monica Gavino, Jesus Bravo, Selena Yuan, Brian Glibkowski, Anjali Chaudhry, Grace Lemmon, University of Illinois at Chicago

Dissertation Committee Member for Ray Sparrowe, Phyllis Barnum, Marjolijn Van der Velde, Ken Weidner, Hao Zhao, David Henderson, Prajya Vidyarthi, Smriti Anand, Dayo Aklinado, Jia Hu, Haisu Zhang (Marketing), University of Illinois at Chicago

PROFESSIONAL ACTIVITIES

Memberships in Professional Organizations

- National Academy of Management
- American Psychological Association
- Society for Industrial and Organizational Psychology (Division 14, APA), Fellow
- Southern Academy of Management

Journal Boards and Journal Reviewing

- Editorial Board, Academy of Management Journal, 1994 – 1999
- Editorial Board, Academy of Management Review, Special Issue on Managerial Caring and Compassion, 2010
- Editorial Board, Human Resource Management Review, 1997 – present
- Editorial Board, Human Resource Management, 1999 – 2004; 2008 - present
- Editorial Board, Journal of Applied Psychology, 2001 – present
- Editorial Board, Journal of Management, 1994 – present
- Editorial Board, Journal of Organizational Behavior, 2002 - present
- Editorial Board, Personnel Psychology, 2007 – present
- Ad-Hoc Reviewer for Academy of Management Journal, Academy of Management Review, Organizational Behavior and Human Decision Processes, Human Relations, Organizational Research Methods, Organization Science, and Journal of Business Venturing

PROFESSIONAL ACTIVITIES (CONTINUED)

Reviewing for Professional Meetings

- Reviewer for the National Academy of Management Meeting, 1990, 1991, 1992, 1993, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2005, 2006
- Reviewer for the Southern Academy of Management Meeting, 1991, 1993, 1994, 1996, 1998, 2002
- Reviewer for the Southwest Academy of Management Meeting, 1991, 1993
- Reviewer for the Society for Industrial and Organizational Psychology Meeting, 1996, 1997

Reviewing Research Proposals

- External reviewer of research proposals submitted to the City University of Hong Kong Research Committee, 2009

Professional Activities: Human Resource Management Division, National Academy of Management

- Chair, Nominating and Election Committee, HR Division, 2009-2010
- Past Chair, HR Division, 2009-2010
- Co-Chair, HR Division Five-Year Review, 2009-2010
- Co-Chair, Doctoral Student Professional Development Workshop, 2009-2010
- Chair, HR Division, 2008-2009
- Chair-Elect, HR Division, 2007-2008
- Program Chair, HR Division, Annual Academy of Management, 2006-2007
- Professional Development Workshop (PDW) Chair, 2005-2006
- HR Division Executive Committee, 1997-2000; 2005-2009
- Member of the Ralph Alexander Dissertation Committee, 2003-2004
- Chair of the Ralph Alexander Dissertation Award Committee, 2002-2003
- Chair of the Scholarly Achievement Award Committee, 2001-2002
- Chair of the Conference Awards Committee, 1999
- Chair of the HR Doctoral Consortium, 1998, 1999
- Member of the Awards Committee, 1998, 2001
- Member of the Nominations Committee, 1998
- Chair of the Junior Faculty Doctoral Consortium, 1996
- Member of the Scholarly Achievement Award Committee, 1996
- Chair of the Member Involvement Committee, 1996
- Member of the Member Involvement Committee, 1993-1995
- Member of the Best Paper Committee, 1995
- Invited speaker for the Doctoral & Junior Faculty Consortium, Career Issues Session, 1990

Professional Activities: National Academy of Management

- Academy of Management Career Achievement Awards Committee (5 person committee), 2010
- Invited speaker for the Doctoral & Junior Faculty Consortium, Academy of Management Meetings, Careers and Women in Management Divisions, 1995
- Discussant, Organizational Behavior Division, Academy of Management Meetings, 1990

PROFESSIONAL ACTIVITIES (CONTINUED)

Professional Activities: Regional Divisions of the Academy of Management

- Board of Governors for the Southern Management Association, 2002-2005
- Track Chair, Human Resources/Careers Area, Southern Academy of Management Meetings, 1995
- Discussant for the Organizational Behavior Division, Southern Academy of Management Meetings, 1991, 1994

Professional Activities: Society for Industrial and Organizational Psychology

- Chair of the SIOP Graduate Student Scholarship Award Program, 2005, 2006
- Member of the Distinguished Scientific Contributions Award Committee, 2001
- Member of the Awards Committee for the Society for Industrial and Organizational Psychology (Division 14 of the American Psychological Association), 1995, 1996, 1997, 2000
- Member of the SIOP Program Committee, 1996, 1997

EXTERNAL REVIEWS

- Served as a Program Reviewer for the Masters in HRM at Florida International University, 2006.

SERVICE: UNIVERSITY OF ILLINOIS AT CHICAGO

University of Illinois' Center for Human Resource Management

- Director, Center for Human Resource Management, University of Illinois, 1996 to Present
- Member of the Advisory Committee for the Center for Human Resource Management, University of Illinois, 1991 – Present

University Committees

- Task Force Established by the Provost to Evaluate the Organizational Structure of the Economics Department

College of Business Committees

- Co-Chair, 5th Year Review of the CBA Dean, 2009-2010
- Member of the Executive Committee, 2007 - Present
- Chair, College Seminar Series, 2006 – 2007
- Member of the Dean's Search Committee, 1998
- Member of the Doctoral Policy Committee, 1989-1990
- Member of the College of Business Search Committee, 1995
- Member of the College of Business Priorities Committee, 1995-1996
- Member of the Department Head Recruitment Committee, 1991-1992

SERVICE: UNIVERSITY OF ILLINOIS AT CHICAGO (CONTINUED)

Departmental Committees

- Chair, Departmental Awards Committee, 2011- Present.
- Member of the Advisory Committee, 1989-1990; 1991-1993, 2007 - 2011
- Member of the Preliminary Examination Committee, 1991 - Present
- Member of the Doctoral Program Admissions Committee, 2007 – Present
- Representative of the Management Area, Academic Open House for CBA Graduate Students, Fall 2010
- Advisor to the student chapter of the Society for Human Resource Management (SHRM), 1996-1997
- Ph.D. Coordinator, 1994-1995
- Chairperson, Course Planning and Scheduling Committee, 1995-1999
- Chairperson, Undergraduate Curriculum Committee, 1993-1994
- Member of the Curriculum Committee, 1988-1989
- Member of the Research Committee, 1987-1988
- Member of the Faculty Recruitment Committee, 1993-1994

CONSULTING EXPERIENCE

Advanced Group Consultants, Downers Grove, IL
Allstate Insurance, Chicago, IL
BMC Software, Austin, TX
Bristol-Myers Squibb, Princeton, NJ
Busbank, Chicago, IL
Caterpillar, Peoria, IL
ConAgra, Chicago, IL
FMC, Chicago, IL
First Bank and Trust, Bryan, TX
Mercy Hospital, Chicago, IL
Merisant, Chicago, IL
Motorola, Chicago, IL
OSRAM Sylvania, Danvers, MA
Sara Lee, Downers Grove, IL
Texas Instruments, Austin, TX
Texas Instruments, Dallas, TX
Trilogy, Austin, TX
United Bank and Trust, Waco, TX
United States Gypsum, Chicago, IL
UPS, Chicago, IL
USG, Chicago, IL
W.W. Grainger, Chicago, IL
Western Building Products, Milwaukee, WI

TECHNICAL REPORTS

Youngblood, S.A., Bateman, T.S., Griffin, R.W., & Wayne, S.J. "Pilot Study of Objective and Social Work Environment Issues at Texas Instruments," December 1983.

Bateman, T., Griffin, R., Youngblood, S., Fandt, P., & Wayne, S. "TIPS Pilot Program Evaluation Study," submitted to Texas Instruments, December 1984.

Griffin, R.W., Bateman, T.S., Wayne, S.J., & Head, T.C. "Objective and Social Factors as Determinants of Task Perceptions and Responses: An Integrative Framework and Empirical Investigation," TR-ONR-DG-09, November 1984.

Fandt, P., Sormunen, J., & Wayne, S. "A Study of the Determinants of Employee Job Satisfaction," submitted to Texas Instruments, January 1985.

Wayne, S.J. "Feedback to Participants: The Role of Leaders in the Adjustment of New Employees," submitted to the University of Illinois at Chicago, June 1992.

Wayne, S.J., Liden, R.C., & Graf, I. "Career Success & Career Satisfaction: Feedback Report to FMC," submitted to FMC, Inc., October 1993.

Liden, R.C., Wayne, S.J., Bradway, L.K., & Sparrowe, R.T. "Empowerment and Effectiveness Study: Feedback Report," submitted to Allstate Insurance, Inc., and Caterpillar, Inc., October 1993.

Wayne, S.J., Liden, R.C., Bradway, L., Murphy, S., & Graf, I. "Reward Systems, Empowerment and Effectiveness Study: Feedback Report," submitted to Motorola, Inc. and Caterpillar, Inc., September 1994.

Liden, R.C., Wayne, S.J., Kraimer, M., Franz, T., & Sparrowe, R. "Performance Management in Empowered Work Teams: Feedback Report," submitted to W.W. Grainger, Sanford, Inc., Western Building Products, and the University of Illinois at Chicago, September 1996.

Wayne, S.J., Liden, R.C., Kraimer, M.L., & Sparrowe, R.T. "Effectiveness of Contingent Work Forces," submitted to Caterpillar, Inc., March 1997.

Wayne, S.J., Kraimer, M.L., & Jaworski, R.A. "Expatriates' Work and Cultural Adjustment: Feedback Report," submitted to Allstate Insurance, Inc., Caterpillar, Inc., and FMC, Inc., January 1999.

Shore, L.M., Tetrick, L.E., & Wayne, S.J. "Changing Nature of the Employment Relationship," submitted to the Center for Human Resource Management, March 2000.

Liden, R.C., Bauer, T.N., Wayne, S.J., & Erdogan, B. "Assimilation of Newcomers into the Organization," submitted to the Center for Human Resource Management, March 2002.

TECHNICAL REPORTS (CONTINUED)

Kraimer, M.L., Seibert, S.E., Wayne, S.J., Liden, R.C., & Bravo, J. “Understanding Retention From a Careers Perspective,” submitted to the Center for Human Resource Management, January 2003.

Wayne, S.J., & Glibkowski, B. “The Successful Employment Relationship: How is it Achieved?,” submitted to the Center for Human Resource Management, March 2006.

Wayne, S.J., Hoobler, J., Lemmon, G. Wilson, M. “Drivers and Outcomes of Engagement,” submitted to USG, Inc., Advanced Group Consulting, Mercy Hospital, University of Illinois at Chicago, March 2010.

REFERENCES AVAILABLE UPON REQUEST