

VITA

ARTHUR G. JAGO

Professor Emeritus
Department of Management
Robert J. Trulaske, Sr. College of Business
University of Missouri - Columbia
Columbia, Missouri 65211-2600

E-Mail: jagoa@missouri.edu

Residence: 5303 E. Tayside Circle
Columbia, Missouri 65203-5194

EDUCATION

Yale University: Ph.D., 1977. Graduate Program in Administrative Sciences, School of Organization and Management, New Haven, Connecticut.

Yale University: M.Phil., 1975. Graduate Program in Administrative Sciences, School of Organization and Management, New Haven, Connecticut.

Northwestern University: B.S.M.E. with distinction, 1972. McCormick School of Engineering and Applied Science, Evanston, Illinois

ACADEMIC EXPERIENCE

University of Missouri: Professor of Management
September 1994 to August 2017
Frances Ridge Gay MBA Professor
September 2003 to September 2011.

University of Missouri: Professor and Acting Associate Dean
September 1999 to August 2000
July 2005 to January 2006.

ACADEMIC EXPERIENCE (continued)

University of Missouri:	Professor and Department Chair August 1994 to September 1999.
University of Houston:	Baker Hughes Professor of Business Administration February 1992 to August 1994.
University of Linz: (Austria)	Guest Professor / Senior Fulbright Scholar February 1992 to July 1992.
University of Houston:	Marvin Hurley Professor of Business Administration January 1989 to February 1992.
University of Houston:	Program Director, Madrid Business School (Founding Director, \$3.7 Million contract). September 1988 to January 1992.
University of Houston:	Professor September 1988 to January 1989.
University of Houston:	Associate Professor September 1980 to 1988.
University of Linz: (Austria)	Guest Professor / Senior Fulbright Scholar February 1984 to July 1984.
University of Houston:	Assistant Professor September 1976 to August 1980.

PUBLICATIONS

Books:

Vroom, V. H., & Jago, A. G. (1988). *The new leadership: Managing participation in organizations*. Englewood Cliffs, NJ: Prentice-Hall.

Vroom, V. H., & Jago, A. G. (1990). *El nuevo liderazgo: Dirección de la participación en las organizaciones* [The new leadership: Managing participation in organizations, Diorki, S. A., Trans.]. Madrid: Ediciones Díaz de Santos, S. A. (Original work published 1988)

PUBLICATIONS (continued)

Vroom, V. H., & Jago, A. G. (1991). *Flexible Führungsentscheidungen: Management der Partizipation in Organisationen* [The new leadership: Managing participation in organizations, H. Reber, Trans.]. Stuttgart: C.E. Poeschel Verlag. (Original work published 1988)

Vroom, V.H., & Jago, A.G. (1994). *The new leadership: Managing participation in organizations* [The new leadership: Managing participation in organizations, Ki Bok Baik & Nam-Hyen Kim, Trans.]. Seoul: Maeil Kyungje - The Economic Daily. (Original work published 1988)

Articles:

Vroom, V. H., & Jago, A. G. (1974). Decision making as a social process: Normative and descriptive models of leader behavior. *Decision Sciences*, 5, 743-769. Reprinted in A. L. Patz & A. J. Rowe (1977), *Management control and decision systems*. New York: John Wiley & Sons, 76-107. Reprinted in D. Nadler, M. Tushman & N. Hatvany (1982), *Managing organizations: Readings and cases*. Boston: Little, Brown and Co., 246-267. Reprinted in D. A. Kolb, I. M. Rubin & J. M. McIntyre (1984), *Organizational psychology: A book of readings* (fourth edition). Englewood Cliffs, NJ: Prentice-Hall, 345-370. Reprinted in J. T. McMahon (2010), *Leadership Classics*. Long Grove, IL: Waveland Press. Reprinted in W.E. Natelymeyer & P. Hersey (2011), *Classics of Organizational Behavior* (fourth edition). Long Grove, IL: Waveland Press.

Jago, A. G., & Vroom, V. H. (1975). Perceptions of leadership style: Superior and subordinate descriptions of decision making behavior. In J. G. Hunt and L. L. Larson (Eds.), *Leadership frontiers*. Kent, Ohio: Kent State University Press. Reprinted in *Organization and Administrative Sciences*, 6, 103-120.

Jago, A. G., & Vroom, V. H. (1977). Hierarchical level and leadership style. *Organizational Behavior and Human Performance*, 18, 131-145.

Vroom, V. H., & Jago, A. G. (1978). On the validity of the Vroom/Yetton model. *Journal of Applied Psychology*, 63, 151-162. Reprinted in D. Katz, R. L. Kahn, & J. S. Adams (1980), *The study of organizations*. San Francisco: Jossey-Bass, 384-396.

Jago, A. G. (1978). A test of spuriousness in descriptive models of leader behavior. *Journal of Applied Psychology*, 63, 383-387.

PUBLICATIONS (continued)

- Jago, A. G., & Vroom, V. H. (1978). Predicting leader behavior from a measure of behavioral intent. *Academy of Management Journal*, 21, 715-721.
- Jago, A. G. (1978). Configural cue utilization in implicit models of leader behavior. *Organizational Behavior and Human Performance*, 22, 474-496.
- Jago, A. G., & Vroom, V. H. (1980). An evaluation of two alternatives to the Vroom/Yetton normative model. *Academy of Management Journal*, 23, 347-355.
- Jago, A. G. (1981). An assessment of the deemed appropriateness of participative decision making for high and low hierarchical levels. *Human Relations*, 34, 379-396.
- Duchon, D., & Jago, A. G. (1981). Equity and the performance of major league baseball players: An extension of Lord and Hohenfeld. *Journal of Applied Psychology*, 66, 728-732. Permission granted to reprint in A. J. DuBrin, *Foundations of organizational behavior: An applied perspective*. Englewood Cliffs, NJ: Prentice-Hall, 1984.
- Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management Science*, 28, 315-336. Translated and reprinted: Le leadership: Perspectives théoriques et de recherche. In C. Louche (Ed.), *Individu et organisations*. Neuchâtel: Delachaux et Niestlé, 1994.
- Jago, A. G., & Scamell, R. W. (1982). Decision-making styles of MIS managers: A comparative evaluation. *Information and Management*, 5, 19-29.
- Schweiger, D. M., & Jago, A. G. (1982). Problem-solving styles and participative decision making. *Psychological Reports*, 50, 1311-1316.
- Jago, A. G., & Vroom, V. H. (1982). Sex differences in the incidence and evaluation of participative leader behavior. *Journal of Applied Psychology*, 67, 776-783.
- Jago, J. L., Jago, A. G., & Hart, M. (1984). An evaluation of the total communication approach for teaching language skills to developmentally delayed preschool children. *Education and Training of the Mentally Retarded*, 19, 175-182.
- Jago, A. G., & Ragan, J. W. (1986). The trouble with LEADER MATCH is that it doesn't match Fiedler's contingency model. *Journal of Applied Psychology*, 71, 555-559.
- Jago, A. G., & Ragan, J. W. (1986). Some assumptions are more troubling than others: Rejoinder to Chemers and Fiedler. *Journal of Applied Psychology*, 71, 564-565.

PUBLICATIONS (continued)

- Böhnisch, W., Jago, A. G., & Reber, G. (1987). Zur interkulturellen Validität des Vroom/Yetton-Modells. *Die Betriebswirtschaft*, 47(1), 85-93.
- Jago, A. G. (1987). Führungsforschung/Führung in Nordamerika. In A. Kieser, G. Reber, & R. Wunderer (Eds.), *Handwörterbuch der Führung*. Stuttgart: C. E. Poeschel Verlag, 491-510.
- Jago, A. G. (1987). Führungstheorien, Vroom/Yetton-Modell. In A. Kieser, G. Reber, & R. Wunderer (Eds.), *Handwörterbuch der Führung*. Stuttgart: C. E. Poeschel Verlag, 931-948.
- Ettling, J. T., & Jago, A. G. (1988). Participation under conditions of conflict: More on the validity of the Vroom-Yetton model. *Journal of Management Studies*, 25, 73-83.
- Böhnisch, W., Ragan, J. W., Reber, G., & Jago, A. G. (1988). Predicting Austrian leader behavior from a U.S. measure of behavioral intent: A cross-cultural replication. In G. Dlugos, K. Weiermair, & F. Danesy (Eds.), *Management under differing labour market and employment systems* (pp. 313-322). Berlin: Walter de Gruyter.
- Vroom, V. H., & Jago, A. G. (1988). Managing participation: A critical dimension of leadership. *Journal of Management Development*, 7(5), 32-42. Reprinted in J.L. Pierce & J.W. Newstrom (1990), *The manager's bookshelf: A mosaic of contemporary views* (2nd Edition). New York: Harper & Row.
- Jago, A. G., & Vroom, V. H. (1989). Vom Vroom/Yetton- zum Vroom/Jago-Führungsmodell: Neue Überlegungen zur Partizipation in Organisationen. *Die Betriebswirtschaft*, 49(1), 5-17.
- Jago, A. G. (1991). Expert systems in leadership. In L. J. Heinrich, G. Pomberger, & R. Schauer (Eds.), *Die Informationswirtschaft im Unternehmen* (pp. 157-172). Linz, Austria: Universitätsverlag Rudolf Trauner.
- Reber, G., Jago, A. G., & Böhnisch, W. (1993). Interkulturelle Unterschiede im Führungsverhalten. In M. Haller, K. Bleicher, E. Brauchlin, H.J. Pleitner, R. Wunderer, & A. Zünd (Eds.), *Globalisierung der Wirtschaft: Einwirkungen auf die Betriebswirtschaftslehre* (pp. 217-241). Bern, Switzerland: Verlag Paul Haupt.

PUBLICATIONS (continued)

- Mączyński, J., Jago, A. G., Reber, G., Böhnisch, W. (1993). Styl kierowania ludźmi polskich, austriackich i amerykańskich menedżerów [Leadership style of Polish, Austrian and U.S. managers]. *Przegląd psychologiczny [The review of psychology]*, 36(1), 65-80.
- Mączyński, J., Jago, A. G., Reber, G., Böhnisch, W. (1993). Styl kierowania ludźmi polskich i austriackich menedżerów [Leadership style of Polish and Austrian managers]. *Organizacja i Kierowanie [Organization and Management]*, 73(3), 71-87.
- Dudorkin, J., Zavřel, J., Jago, A. G., Reber, G., & Böhnisch, W. (1994, January). Vliv kulturního prostředí na volbu rozhodovací strategie. *Strategie*, pp. 48-49.
- Mączyński, J., Jago, A. G., Reber, G., & Böhnisch, W. (1994). Culture and leadership styles: A comparison of Polish, Austrian, and U.S. managers. *Polish Psychological Bulletin*, 25, 303-315.
- Jago, A. G. (1995). Participation in decision making: Normative models of leader behavior. *Workplace Topics*, 4(2), 105-120.
- Jago, A. G. (1995). Führungsforschung/Führung in Nordamerika. In A. Kieser, G. Reber, & R. Wunderer (Eds.), *Handwörterbuch der Führung*. Stuttgart: Schäffer-Poeschel Verlag, 619-638.
- Jago, A. G. (1995). Führungstheorien - Vroom/Yetton-Modell. In A. Kieser, G. Reber, & R. Wunderer (Eds.), *Handwörterbuch der Führung*. Stuttgart: Schäffer-Verlag, 1058-1075.
- Jago, A.G., Reber, G., Böhnisch, W., Mączyński, J., Zavřel, J. & Dudorkin, J. (1995). Interkulturelle Unterschiede im Führungsverhalten. In A. Kieser, G. Reber, & R. Wunderer (Eds.), *Handwörterbuch der Führung*. Stuttgart: Schäffer-Verlag, 1226-1239.
- Vroom, V.H., & Jago, A.G. (1995). Situation effects and levels of analysis in the study of leader participation. *Leadership Quarterly*, 6, 169-181. Reprinted in F. Dansereau & F. Yammarino (1998), *Leadership: The multiple-level approaches*. Greenwich, CT: JAI Press, 145-159.

PUBLICATIONS (continued)

- Jago, A.G., Mączyński, J., & Reber, G., Böhnisch, W. (1996). Evolving leadership styles?: A comparison of polish managers before and after market economy reforms. *Polish Psychological Bulletin*, 27, 107-115.
- Reber, G., & Jago, A.G. (1997). Festgemauert in der Erde.... Eine Studie zur Veränderung oder Stabilität des Führungsverhaltens von Managern in Deutschland, Frankreich, Österreich, Polen, Tschechien und der Schweiz zwischen 1989 und 1996. In R.G. Klimecki & A. Remer (Eds.), *Personal als Strategie: Mit flexiblen und lernbereiten Human-Ressourcen Kernkompetenzen aufbauen*. Berlin: Luchterhand, 158-184.
- Vroom, V.H., & Jago, A.G. (1998). On interdependence and levels of analysis. In F. Yammarino & F. Dansereau (Eds.), *Leadership: The multiple-level approaches*. Greenwich, CT: JAI Press, 183-189.
- Reber, G., Jago, A.G., Auer-Rizzie, W., & Szabo, E. (2000). Führungsstile in sieben Ländern Europas – Ein interkultureller Vergleich. In E. Regnet & L.M. Hofmann (Eds.), *Personalmanagement in Europa*. Göttingen: Verlag für Angewandte Psychologie, 154-173.
- Vroom, V.H., & Jago, A.G. (2007). The role of situation in leadership. *American Psychologist*, 62, 17-24.
- Jago, A.G. (2017). A contrarian view: Culture and participative management. *European Management Journal*, 35(5), 645-650.

Other Non-Referred Articles:

- Anderson, J. A., Jago, A. G., & Friedman, R. C. (1970). *Shelter Occupancy Studies of Ventilator Utilization* (No. GARD-1480-F). Niles, IL: General American Transportation Corp, General American Research Div.
- Jago, A. G., & Kapil, A. L. (1970). *Lighting Kit* (No. GARD-1508-F). Niles, IL: General American Transportation Corp, General American Research Div.
- Gorecki, E. W., & Jago, A. G. (1971). *Collapsible Water Container Kit* (No. GARD-1478-F). Niles, IL: General American Transportation Corp, General American Research Div.
- Jago, A. G. (1982, January 27). Those sweepstakes contests are just a waste of time. *Houston Chronicle*, p. 21.

PUBLICATIONS (continued)

- Jago, A.G. (1995). Institutional contributions to *AMJ*: A half-decade report. *Academy of Management Newsletter*, 14(2).
- Reber, G., Jago, A. G., & Maly, M. (2002). Leadership styles of managers in the Czech Republic: Changes over time (1991-2001) and cross-cultural comparisons with two other countries. *Linz: Institute for International Management Studies, Johannes Kepler University Linz*.
- Jago, A.G. (December 4, 2015). How three bad decisions signaled doom at Mizzou. *Chronicle of Higher Education*, A56. <https://www.chronicle.com/article/How-Three-Bad-Decisions/234278>
- Jago, A.G. (February 3, 2018). Close a college campus (or three). *Columbia Daily Tribune*, A4. <https://www.columbiatribune.com/news/20180131/close-college-campus-or-three>
- Jago, A.G. (May 3, 2018). MU student evals a bogus measure of teaching. *Columbia Daily Tribune*, A4. <https://www.columbiatribune.com/news/20180502/mu-student-evaluations-are-bogus-measure-of-teaching-effectiveness>
- Jago, A.G. (June 1, 2018). Can it really be true that half of academic papers are never read? *Chronicle of Higher Education*, https://www.chronicle.com/article/Can-It-Really-Be-True-that/243564?cid=pm&utm_source=pm&utm_medium=en&elqTrackId=908b23fb0a32496583f8aa532e3b1198&elq=f543f8bd8e1842489c3f26f80eecbff1&elqaid=19278&elqat=1&elqCampaignId=8769
- Jago, A.G. (2018, September-October). The disappointing (and disappearing) general faculty meeting. *Academe*, <https://www.aaup.org/article/disappointing-and-disappearing-general-faculty-meeting#.W7JmOfZFyUI>
- Jago, A.G. (August 19, 2018). The unspeakable F-word at UM. *Columbia Daily Tribune*, A4. <http://www.columbiatribune.com/news/20180918/unspeakable-f-word-at-um>
- Jago, A.G. (November 28, 2018). Another annoying KU boast. *Columbia Daily Tribune*, A4. <https://www.columbiatribune.com/news/20181128/another-annoying-ku-boast>
- Jago, A.G. (December 9, 2018). Quality, quartiles, and quagmires at MU. *Columbia Daily Tribune*, A4. <https://www.columbiatribune.com/news/20181207/quality-quartiles-and-quagmires-at-university-of-missouri>

PUBLICATIONS (continued)

Jago, A.G. (March, 4, 2019). Celebrating MU's shining classroom stars. *Columbia Daily Tribune*, A4. <https://www.columbiatribune.com/news/20190304/celebrating-mus-shining-classroom-stars>

Jago, A.G. (April 2, 2019). MU takes 2.65 steps forward and five steps back. *Columbia Daily Tribune*, A4. <https://www.columbiatribune.com/news/20190402/mu-takes-265-steps-forward-and-five-steps-back>

Book Reviews:

Jago, A. G. (1994). [Review of *Leadership and information processing: Linking perceptions and performance*]. *Administrative Science Quarterly*, 39, 345-349.

Proceedings:

Jago, A. G., & Vroom, V. H. (1977). Predicting leader behavior from a measure of behavioral intent. In J.D. Stogdins & J.J. Conway (Eds.), *Proceedings of the 9th Annual Meeting of the American Institute for Decision Sciences* (pp 503-505). Chicago: Decision Sciences Institute.

Jago, A. G. (1979). Leadership skills and leadership styles: The influence of self-confidence on choices of participative decision making methods. *Proceedings of the 21st Annual Meeting of the Southwest Division of the Academy of Management* (pp. 26-30). Houston: Southwest Division of the Academy of Management.

Jago, A. G. (1980). Organizational characteristics and participative decision making. *Proceedings of the 12th Annual Meeting of the American Institute for Decision Sciences* (pp. 334-336). Las Vegas: American Institute for Decision Sciences.

Duchon, D., & Jago, A. G. (1980). Longitudinal field assessment of equity effects on the performance of major league baseball players: A replication and extension. *Proceedings of the 12th Annual Meeting of the American Institute for Decision Sciences* (pp. 375-377).

PUBLICATIONS (continued)

- Schweiger, D. M., & Jago, A. G. (1981). Problem-solving styles and participative decision making. In G.R. Reeves & J.R. Sweigart (Eds.), *Proceedings of the 13th Annual Meeting of the American Institute for Decision Sciences* (pp. 342-344). Boston: American Institute for Decision Sciences.
- Jago, A. G., Ettling, J. T., & Vroom, V. H. (1985). Validating a revision to the Vroom/Yetton Model: First evidence. In R.B. Robinson & J.A. Pearce (Eds.), *Proceedings of the 45th Annual Meeting of the National Academy of Management* (pp. 220-223). Boston: Academy of Management.
- Jago, A. G., & Ragan, J. W. (1985). The trouble with LEADER MATCH is that it doesn't match Fiedler's contingency model. *Proceedings of the 23rd Annual Meeting of the Southern Management Association* (pp. 106-108). Orlando, FL: Southern Management Association.
- Jago, A. G., Reber, G., & Böhnisch, W. (1986). "Power distance" predictions of Austrian, Mexican and U. S. leadership styles. *Proceedings of the 18th Annual Meeting of the Decision Sciences Institute* (pp. 96-98). Honolulu, HI: Decision Sciences Institute.
- Jago, A.G., Reber, G., Böhnisch, W., Mączyński, J., Zavřel, J. & Dudorkin, J. (1993). Culture's consequence?: A seven nation study of participation. In D.F. Rogers & A.S. Raturi (Eds.), *Proceedings of the 24th Annual Meeting of the Decision Sciences Institute* (pp. 451-454). Washington, D.C.: Decision Sciences Institute. Portions reprinted as: Interkulturelle Unterschiede im Führungsverhalten - Ein Vergleich zwischen sieben Ländern (G. Heckmann, trans.). *Linzer Internationale Management Akademie Newsletter*, 1994 (1), pp. 5-7.
- Mączyński, J., Jago, A. G., Reber, G., & Böhnisch, W. (1994). Leadership styles of Polish, Austrian and U.S. managers: Cross-cultural study based on the Vroom-Yetton Model of leadership. *Prace Psychologiczne XXXVI* (pp. 95-108). Wrocław, Poland: Acta Universitatis Wratislaviensis.

Computer Software:

- Vroom, V. H. & Jago, A. G. (1987). *Program LESTAN: Leadership styles analysis*. [Computer program]. Houston: authors.
- Jago, A. G. (1987). *Managing participation in organizations* [Computer program]. Houston: Leadership Software.

PUBLICATIONS (continued)

Jago, A. G. (1991). *Management der partizipation in organisationen* [Computer program]. [Managing participation in organizations, H. Reber, Trans.]. Houston: Leadership Software. (Original work published 1987).

PROFESSIONAL PRESENTATIONS

"Perceptions of Leadership Style: Superior and Subordinate Descriptions of Decision Making Behavior." Third Southern Illinois University Leadership Conference, Carbondale, Illinois, March, 1975.

Discussant, "Leadership." Eighth Annual Meeting of the American Institute for Decision Sciences, San Francisco, November, 1976.

"Hierarchical Level Determinants of Participative Leader Behavior: A Critical Test of Alternative Hypotheses." National Meeting of the Academy of Management, Orlando, August, 1977.

"Predicting Leader Behavior from a Measure of Behavioral Intent." Ninth Annual Meeting of the American Institute for Decision Sciences, Chicago, October, 1977.

"Configural Cue Utilization in Implicit Models of Leader Behavior." National Meeting of the Academy of Management, San Francisco, August, 1978.

"Leadership Skills and Leadership Styles: The Influence of Self-Confidence on Choices of Participative Decision Making Methods." Annual Meeting of the Southwest Division of the Academy of Management, Houston, March, 1979.

"Leadership." Invited lecture. Rice University, Houston, April, 1979.

"Leadership: Perspectives in Theory and Research." Annual International Meeting of the Institute of Management Sciences, Honolulu, June, 1979.

"Organizational Characteristics and Participative Decision Making." Twelfth Annual Meeting of the American Institute for Decision Sciences, Las Vegas, November, 1980.

Discussant, "New Directions in Researching Decision Processes in Organizations." Annual Meeting of the Southwest Division of the Academy of Management, New Orleans, March, 1981.

PROFESSION PRESENTATIONS (continued)

"An Alternative to Protocol Analysis: Input/Output Models of Decision Processes." National Meeting of the Academy of Management, San Diego, August, 1981.

"Problem-Solving Styles and Participative Decision Making." Thirteenth Annual Meeting of the American Institute for Decision Sciences, Boston, November, 1981.

Discussant, "Emerging Issues in Task Design." Thirteenth Annual Meeting of the American Institute for Decision Sciences, Boston, November, 1981.

Discussant, "Life, Careers, and Work Satisfaction Issues." Annual Meeting of the Southwest Division of the Academy of Management, Houston, March, 1983.

Discussant, "Antecedents and Consequences of Organizational Stress." 15th Annual Meeting of the American Institute for Decision Sciences, San Antonio, November, 1983.

"Improving Leadership Effectiveness." Invited lecture. Austrian Military Academy, Wiener Neustadt, Austria, April, 1984.

"Leadership and Decision Making Styles of the Production/Operations Manager." The Institute of Management Sciences XXVI International Meeting, Copenhagen, June, 1984.

"Leadership and Decision Making." Invited lecture. University of Turin, Torino, Italy, June, 1984.

"The 1973 Vroom/Yetton Model: A Research Review." 44th Annual National Meeting of the Academy of Management, Boston, August, 1984.

"The Future of Management." Invited lecture. Program Diu Formazione Impredioriale, Union Industriale Torino, Centro Servizi Industrie, Torino, Italy, June, 1985.

"Validating a Revision to the Vroom/Yetton Model: First Evidence." 45th Annual Meeting of the National Academy of Management, San Diego, August, 1985.

"The Trouble with LEADER MATCH Is that It Doesn't Match Fiedler's Contingency Model." 23rd Annual Meeting of the Southern Management Association, Orlando, November, 1985.

Discussant, "Measuring the cognitive processes of performance appraisals: Methodological issues and practical applications." 46th Annual Meeting of the National Academy of Management, Chicago, August, 1986.

PROFESSION PRESENTATIONS (continued)

"'Power Distance' Predictions of Austrian, Mexican, and U. S. Leadership Styles." 18th Annual Meeting of the Decision Sciences Institute, Honolulu, November, 1986.

Discussant, "Cross-cultural adaptation and adjustment of organizational concepts and practices." 18th Annual Meeting of the Decision Sciences Institute, Honolulu, November, 1986.

"Current Directions in Managerial Research." Invited lecture. Shanghai Institute of Foreign Trade, Shanghai, China, October, 1987.

"A New Leadership Model." Invited lecture. Houston Area Industrial and Organizational Psychologists, Houston, March, 1987.

Discussant, "Leadership." 49th Annual Meeting of the National Academy of Management, Washington D.C., August, 1989.

"Motivation." Invited lecture. Houston Chapter of the American Production and Inventory Control Society (APICS), Houston, May, 1991.

"Conflict-Handling Style and the Use of Participative Leadership." Texas Conference on Organizations, Austin, Texas, May 1991.

"Expert Systems in Leadership." 53 Wissenschaftliche Jahrestagung des Verbandes der Hochschullehrer für Betriebswirtschaft e.V., Johannes Kepler Universität Linz, Linz, Austria, May 1991.

"Leadership: U.S. vs. China." Invited lecture. Universität Linz, Austria, February, 1992.

"Leadership." Invited lecture. Linzer Internationale Management Akademie, Slogel, Austria, April, 1992.

"Leadership." Invited lecture. Limak Emory EMBA Program, Linzer Internationale Management Akademie, Vienna, Austria, April, 1992.

"Management Styles." Invited lecture. Hernstein International Management Institute, Vienna, June, 1992.

"Interkulturelle Unterschiede im Führungsverhalten." 54 Wissenschaftliche Jahrestagung des Verbandes der Hochschullehrer für Betriebswirtschaft e.V., Hochschule St. Gallen, St. Gallen, Switzerland, June 1992.

PROFESSION PRESENTATIONS (continued)

"A History of Leadership Theory and Research." Invited lecture series. University of Paderborn, Paderborn, Germany, July 1992.

"Managerial Leadership." Invited lecture. Martin Luther University, Halle, Germany, July 1992.

"Culture and Leadership Styles: A comparison of Polish, Austrian and U.S. Managers." Polish Psychological Association First International Scientific Conference: Psychological Determinants of Management Success, Karpacz, Poland, October, 1992.

"Cross Cultural Issues in Leadership." Invited lecture. Department of Psychology, University of Houston, November, 1992.

"Culture's Consequence?: A Seven Nation Study of Participation." 24th Annual Meeting of the Decision Sciences Institute, Washington, D.C., November, 1993.

Participant, New Doctoral Student Consortium, 58th Annual Meeting of the National Academy of Management, San Diego, August, 1998.

"Situation Effects and Levels of Analysis in the Study of Leader Participation." 14th Annual Conference of the Society of Industrial and Organizational Psychologists, Atlanta, GA, May, 1998.

Chair, "Group Structure, Process, and Performance." 59th Annual Meeting of the National Academy of Management, Chicago, IL, August, 1999.

"Culture and Leadership." American Culture Center, University of Shanghai for Science and Technology, Shanghai, China, May, 2012. (Week-long lectures under the auspices of a U.S. Department of State Grant)

"Leaders in Context." Invited Presentation. Yale University, New Haven, CN, June 2013.

"Organizational Behavior Division Lifetime Achievement Award: Victor Vroom." Invited Presentation. 74th Annual Meeting of the National Academy of Management, Philadelphia, PA, August, 2014.

PROFESSIONAL ASSOCIATIONS

Academy of Management

PROFESSION ASSOCIATIONS (continued)

American Psychological Association

-Member, Scientific Affairs Committee, Division 14 (1980-81)

Society of Industrial and Organizational Psychologists

PROFESSIONAL ACTIVITIES

Editorial Board, *Journal of Management* (1995-present)

Editorial Board, *Journal of Applied Psychology* (1989-1994)

Reviewer and Special Associate Editor, *Management Science*

Reviewer, *Psychological Bulletin*

Reviewer, *Academy of Management Journal*

Reviewer, *Journal of Applied Psychology*

Reviewer, *Organizational Behavior and Human Performance*

Reviewer, *Human Relations*

Reviewer, *Journal of Management Studies*

Reviewer, *Human Organization*

Reviewer, *Journal of Management*

Reviewer, *Organization Studies*

Reviewer, *Journal of Organizational Behavior*

Reviewer, National Science Foundation, Decision and Management Science Program

Reviewer, National Science Foundation, Sociology Program

Reviewer, Research Council of Canada, Social Sciences and Humanities Program

PROFESSIONAL ACTIVITIES (continued)

Track Chairperson, National Meeting of the American Institute for Decision Sciences (1983, 1996)

Reviewer, Annual Meeting of the Southwest Division of Academy of Management (1979, 1980)

Reviewer, National Meeting of the American Institute for Decision Sciences (1980, 1981, 1986, 1993)

Reviewer, Annual Meeting of the National Academy of Management (1980, 1982, 1986 through present)

Reviewer, Annual Meeting of the Society for Industrial and Organizational Psychology (1996 through present)

Reviewer, Business Publications, Inc. (1980)

Reviewer, Little-Brown (1982)

Conference Leader, University of Houston Management Development Center (1977-1994)

Contributing Faculty Member, Austria/Emory Summer Management Development Program, Gmunden, Austria (1985)

Reviewer, Addison-Wesley (1991)

Reviewer, Brown & Benchmark (1994)

Member, Academy of Management Outstanding Publication in Organizational Behavior Selection Committee (2004)

SIGNIFICANT UNIVERSITY SERVICE

Significant University Reports:

Jago, A.G., Heesch, C., Nair, S. & Wexler, C. (2015, February 26). Report of the fact-finding committee examining the organizational culture of the MU school of

SIGNIFICANT UNIVERSITY SERVICE (continued)

medicine. http://www.columbiatribune.com/medical-school-fact-finding-committee-report/pdf_b660d403-6c77-5793-acba-7c9e6c7ccd0b.html

Jago, A.G., Loyalka, S., Wakefield, D., Wiebold, W. & Zguta, R. (2013, March 14). The decisions to close and reopen the University of Missouri Press: A review of processes. <http://facultycouncil.missouri.edu/issues/university-of-missouri-press/root-cause-analysis.pdf>

Jago, A.G. (2018, August 15). Satisfaction with, and the perceived effectiveness of, the University of Missouri Faculty Council on University Policy.

University Councils and Committees:

Operational Excellence Initiative (UM System Committee, 2012-2015)

University Promotion and Tenure Committee (2011-2012; Chair, 2012-2013)

Faculty Council (2007-2013, 2015-present)

Faculty Affairs Committee (2008-2010)

Academic Affairs Committee (2010-2013; Chair, 2015-present)

Ad Hoc Root Cause Committee (Chair, 2012-2013)

Research Administration Council (1999-2000, F2005)

Program for Excellence in Teaching Advisory Board on Scholarly Teaching (2003-2005)

MU Cornell Hall Technology Committee (1999-2002)

Executive Committee, MU Chairs and Directors Forum (1996-99)

Dean's Review Committee (1993)

University Promotion and Tenure Committee (1990-92)

Research Council (1985-88; Vice-Chair, 1986-87; Chair, 1987-88)

Farfel Award Committee (1985-88)

Research Excellence Awards Committee (1987-88, 1988-89)

SIGNIFICANT UNIVERSITY SERVICE (continued)

Ad Hoc Research Awards Committee (Chair, 1986-87)

Dean's Search Committee (1985-86)

Undergraduate Council (1980-81)

College Committees and Assignments:

MBA Curriculum Committee (1999-2000, 2005-2012, Chair 2008-2012)

International Committee (1999-2000, F2005)

Diversity Committee (2003-2005, Chair 2004-2005)

College Liaison, Cornell Hall Construction (1999-2002)

Cornell Hall Furnishings Committee (1999-2002, Chair)

Technology Committee (1999-2003, Chair 1999-2001)

Dean's Executive Committee (1994-2000, 1999-2000, F2005)

Dean's Strategic Advisory Board (1995-1997)

By-laws Committee (1994-95, Chair)

Promotion and Tenure Committee (1988-94, Chair 1990)

Committee to Revise College Promotion and Tenure Policies (1993)

International Programs Committee (1988-89)

Interim Director, Research and Instructional Computing Services (1987)

Doctoral Program Curriculum Committee (1984-88)

Admissions Review Committee (1982-83)

Hearings Committee (1981-82)

Admission Standards Committee (1982)

SIGNIFICANT UNIVERSITY SERVICE (continued)

Committee to Review Merit Procedures (Chair, 1979-80)

Dissertation Format and Style Committee (Chair, 1976-77)

Department Committees and Assignments:

Doctoral Program Coordinator (1980-88)

Comprehensive Exam Committee (1980-91)

Promotion and Tenure Committee (1983-92, Chair 1989-92)

Faculty Recruiting Committee (Chair, 1979-80)

Cullen Chair Recruiting Committee (1978)

DOCTORAL INSTRUCTION

Dissertation Committee Chair:

D. Duchon
J. Ragan
K. Baik

W. Kasner
E. Canales
M. Fearing

C. Leana
J. Ettling

Dissertation Committee Member:

R. Griffin
G. Moorhead
T. Kelley
T. Hurley
D. Dean
K. Kendrick
K. Pieper
A. Baker
F. Lee
L. Kaplan

C. Saunders
T. Dougherty
K. Stewart
M. Frost
P. Woods
J. Hendrickson
A. Ketchum
D. Larsen
M. Love
A. Patel

C. Betts
G. Davis
M. Hosseini
D. Spencer
A. Eyring
P. Hudson
J. Gilbert
J. Stark
L. Floria

DOCTORAL INSTRUCTION (continued)

Coursework Committee Chair:

P. Finger	C. Leana	M. Frost
J. Ettling	J. Ragan	K. Baik
M. Hosseini	M. Fearing	S. Stewart-Belle

Coursework Committee Member:

W. Smeltz	C. Betts	D. Duchon
C. Bishop	W. Kastner	T. Kelley
E. Canales	L. McKnight	L. Thomas
M. Wojsko	K. Stewart	T. Hurley
C. Petty	D. Dean	M. Langford
D. Miller	J. Hendrickson	S. Kumar
K. Fowler	J. Gilbert	G. Murphy
A. Baker	M. Love-Stuart	J. Stark
R. Standifer	L. Floria	F. Lee
D. Larsen	L. Kaplan	W. Yan
A. Patel		

Thesis Committee Member:

L. Sanborn	S. Coverdale	C. Morgan
P. Shingledecker	C. Eckman	I. Gavron

GRANTS RECEIVED

Principal Investigator, "Configural Cue Utilization in Implicit Models of Leader Behavior," University of Houston grant (1977).

Principal Investigator, "Leadership Styles of MIS Managers," University of Houston grant (1979).

Principal Investigator, "Leader Responses to Subordinate Conflict in Decision Making," University of Houston grant (1981).

Grantee, Senior Fulbright Fellowship (1984).

GRANTS RECEIVED (continued)

Principal Investigator, "The Development and Test of a Revision to the Vroom/Yetton Leadership Model," University of Houston grant (1984).

Principal Investigator, "Studies in Comparative Management," College of Business Administration, University of Houston grant (1986).

Principal Investigator, "Comparing Managerial Behavior to a New Normative Model," College of Business Administration, University of Houston grant (1987).

Principal Investigator, "Validating a Normative Model of Decision-Making," College of Business Administration, University of Houston grant (1988).

Principal Investigator, "Madrid Business School / Curso De Orientation Universitaria," Yago Schools España contract, \$3.7 Million (1988-92).

Grantee, Senior Fulbright Fellowship (1992).

Co-Lead Applicant, University of Missouri Mission Enhancement Funds, "Global E-Commerce: Economic, Political, Social, and Legal Impact of Internet Trade and New Media," \$514,800 continuing rate money.

ACADEMIC AWARDS

2013 Outstanding Faculty Service Award, Trulaske College of Business, University of Missouri

2003 Outstanding Faculty Service Award, College of Business, University of Missouri

1994 Halliburton Faculty Teaching Award, College of Business Administration, University of Houston

1992 Senior Fulbright Scholar (host institution Universität Linz, Austria)

1992 Melcher Faculty Service Fellow (also 1989, 1990)

1991 Top Prof Award, Mortar Board National Senior Honor Society, University of Houston chapter

1991 Madrid Business School Faculty Service Award

1990 Melcher Excellence-in-Service Award, College of Business Administration, University of Houston (also 1989)

ACADEMIC AWARDS (continued)

1988 Melcher Faculty Research Fellow (also 1987)

1987 Melcher Excellence-in-Teaching Award, College of Business Administration, University of Houston

1986 Melcher Excellence-in-Research Award, College of Business Administration, University of Houston

1984 Senior Fulbright Scholar (host institution Universität Linz, Austria)

1984 Excellence-in-Teaching Award, College of Business Administration, University of Houston

1982 Outstanding Faculty Member Award, University of Houston College of Business Administration Alumni Association

1982 Distinguished Faculty Researcher, College of Business Administration, University of Houston (also 1979, 1980, 1981)

1978 Teaching Award, Mortar Board National Senior Honor Society, University of Houston chapter

1972 Northwestern University Technological Institute Alumni Award

Pi Tau Sigma, member and chapter officer

Tau Beta Pi, member and chapter officer

Phi Eta Sigma, member

Beta Gamma Sigma, member

Alpha Kappa Psi, member

REFERENCES

(Available Upon Request)

April 2019