

CURRICULUM VITAE

Jeffery D. Houghton

Department of Management
The Pamplin College of Business
Virginia Polytechnic Institute and State University
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(effective date: 6/6/00)

EDUCATION:

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| June 2000 | Doctor of Philosophy
Business Administration: Major in Organizational Studies
(Organizational Behavior, Human Resource Management, Labor Relations, and Organization Theory)
Concentration: Organizational Behavior
Minor: Industrial and Organizational Psychology
Virginia Polytechnic Institute and State University
Blacksburg, VA
3.98 GPA |
| August 1990 | Master of Business Administration
West Virginia University
Morgantown, WV
3.77 GPA |
| May 1989 | Bachelor of Science
Business Administration: Major Concentration in Economics
Minor in Banking
Fairmont State College
Fairmont, WV
3.48 GPA |

RESEARCH INTERESTS:

Self-Leadership Theory and Processes
Personality and Individual Differences
Team Performance and Sustainability
Self-Control and Self-Regulation of Cognition and Behavior
Human Resource Aspects of Mergers and Acquisitions
Union Attitudes and Voting Intentions

TEACHING INTERESTS:

Organizational Behavior, Principles of Management, Human Resource Management, Labor Relations, Organizational Theory

ACADEMIC EXPERIENCE:

August 1997- Present	Virginia Polytechnic Institute and State University Blacksburg, VA The Pamplin College of Business Department of Management Graduate Teaching Assistant
August 1993- May 1997	David Lipscomb University Nashville, TN College of Business ACBSP Accredited Business Program/Member AACSB Instructor in Business Administration: Departments of Management and Finance
June 1995, June 1997	The International University Vienna, Austria Visiting Instructor in Business Administration
Spring 1992- Spring 1993	Fairmont State College Fairmont, WV School of Business and Economics Part-time Instructor: Economics and Banking
Fall 1992	U.S. Justice Department-Federal Bureau of Prisons Federal Correctional Institution Morgantown, WV Part-time Instructor: Taught college-level Business Investments course for credit through Fairmont State College.
August 1989- May 1990	West Virginia University Morgantown, WV College of Business and Economics Accounting Department Graduate Assistant

TEACHING EXPERIENCE:

I have taught the following undergraduate courses:

Organizational Behavior	Principles of Management
Human Resource Management	Operations Management
Principles of Finance	Financial Markets and Institutions
Investments	Principles of Banking
Principles of Macroeconomics	Principles of Microeconomics

Evaluations:

The Pamplin College of Business at Virginia Tech uses a twelve-item questionnaire to assess teaching performance. The scale ranges from 5 (excellent) to 1 (unsatisfactory). Student ratings are shown below by semester and course. My student ratings place me well above the average of student ratings in the management department.

- Fall 1998: Two sections of undergraduate Organizational Behavior with 35 and 29 students respectively. Overall rating of instructor: 4.83 and 4.93/5.00.
- Spring 1999: Two sections of Principles of Management with 72 and 53 students respectively. Overall rating of instructor: 4.82 and 4.86/5.00.
- Fall 1999: Three sections of Organizational Behavior with 27, 30, and 39 students respectively. Overall rating of instructor: 4.75, 4.78, and 4.62/5.00.

The College of Business at Lipscomb University uses a thirty-item questionnaire to assess teaching performance. The scale ranges from 5 (excellent) to 1 (poor). The average of my student ratings for overall teacher effectiveness across all courses taught (both finance and management) during my last two years at Lipscomb (Fall 1995 – Spring 1997) was approximately 4.50/5.00. The average of my student ratings for overall teacher effectiveness *for management courses only* was approximately 4.65/5.00 over the same period. I averaged 39 students per course during this period.

PUBLICATIONS:

ARTICLES:

Houghton, J. D., “Extraversion and Organizational Work Beliefs as Pre-Employment Predictors of Union Attitudes,” Journal of Behavioral and Applied Management, 2000, 1, 115-126.

Smith, W. J., Harrington, K. V., Houghton, J. D., “Predictors of Performance Appraisal Discomfort: A Preliminary Examination,” Public Personnel Management, 2000, 29, 21-32.

Godwin, J. L., Neck, C. P., Houghton, J. D., “The Impact of Thought Self-Leadership On Individual Goal Performance: A Cognitive Perspective,” Journal of Management Development, 1999, 18, 153-169.

- This paper received a Citation of Excellence and a Highest Quality Rating from ANBAR Electronic Intelligence (awarded to less than 10% of over 90,000 articles reviewed within the ANBAR International Management Database).

BOOK CHAPTERS:

Houghton, J. D., Neck, C. P., Manz, C. C., “‘We Think We Can, We Think We Can, We Think We Can’: The Impact of the Mind on Work Team Sustainability,” In M. Beyerlein and S. Beyerlein (Eds.), Sustaining Work Teams: Collaborative Strategies that Endure. (In Press).

PRESENTATIONS AT PROFESSIONAL MEETINGS:

Houghton, J. D. “Goal Setting Effectiveness in Complex Task Situations: A Reticulated Behavioral Chain Model,” paper presented at the Society for Advancement of Management (SAM) International Management Conference, St. Augustine, FL, 2000.

Houghton, J. D. “The Effects of Extraversion in Team Composition on Team Processes and Performance,” paper presented at the 21st Annual Industrial Organizational/Organizational Behavior (IOOB) Graduate Conference, University of Tennessee, Knoxville, TN, 2000.

Houghton, J. D. “Extraversion and Organizational Work Beliefs as Pre-Employment Predictors of Union Attitudes,” paper presented at the Seventh Annual Institute for Behavioral and Applied Management (IBAM) Conference, Annapolis, MD, 1999.

- This paper was selected as the best paper in the conference’s Doctoral Student Division.

Houghton, J. D., Neck, C. P., Manz, C. C., “‘We Think We Can, We Think We Can, We Think We Can’: The Impact of Thinking Patterns and Self-Efficacy on Work Team Sustainability,” paper presented at the Annual Meeting of the Southern Management Association, Atlanta, GA, 1999.

Houghton, J. D., Anand, V., Neck, C. P., “Toward a Framework of Corporate Merger Effectiveness: A Human Resource Perspective,” paper presented at the Annual Meeting of the Southern Management Association, Atlanta, GA, 1999.

Houghton, J. D. "The Role of Personality and Work Beliefs as Pre-Employment Predictors of Union Attitudes," paper presented at the 20th Annual Industrial Organizational/Organizational Behavior (IOOB) Graduate Conference, George Mason University, Fairfax, VA, 1999.

- This paper was nominated for the Lyman-Porter Award (sponsored by the OB Division of the Academy of Management) given to the best OB paper at the conference. One of only four papers so nominated.

PROCEEDINGS:

Houghton, J. D. "Goal Setting Effectiveness in Complex Task Situations: A Reticulated Behavioral Chain Model," 2000 Proceedings for the Society for Advancement of Management, May 2000, Corpus Christi, TX.

Houghton, J. D. "Extraversion and Organizational Work Beliefs as Pre-Employment Predictors of Union Attitudes," Proceedings of the 1999 Institute for Behavioral and Applied Management Conference, November 1999, Annapolis, MD.

Houghton, J. D., Neck, C. P., Manz, C. C., "We Think We Can, We Think We Can, We Think We Can': The Impact of Thinking Patterns and Self-Efficacy on Work Team Sustainability," Proceedings of the 1999 Annual Meeting of the Southern Management Association, October 1999, Atlanta, GA.

Houghton, J. D., Anand, V., Neck, C. P., "Toward a Framework of Corporate Merger Effectiveness: A Human Resource Perspective," Proceedings of the 1999 Annual Meeting of the Southern Management Association, October 1999, Atlanta, GA.

ARTICLES UNDER REVIEW:

Houghton, J. D., Neck, C. P. "The Revised Self-Leadership Questionnaire: Testing a Hierarchical Factor Structure for Self-Leadership," (Educational and Psychological Measurement)

Houghton, J. D. "The Effects of Extraversion in Team Composition," (Journal of Managerial Psychology)

Houghton, J. D., Anand, V., Neck, C. P., "Toward a Framework of Corporate Merger Effectiveness: A Human Resource Perspective," (Human Resource Management Review).

Houghton, J. D., Swander, C., "Self-Leadership Training Effectiveness in a Military Setting," (Grant Proposal Submitted to the U.S Army Research Institute)

WORKING PAPERS:

Houghton, J. D., Singh, K. "The Relationship Between Self-Leadership and Personality: A Comparison of Hierarchical Factor Structures," (target: Journal of Applied Psychology)

Houghton, J. D., Neck, C. P., "Self-Leadership and Motivation: A Theoretical Conceptualization and Differentiation of Self-Leadership," (target: Academy of Management Review)

Houghton, J. D., "Personality and Leadership Emergence: The Influence of the Big Five Factors in the Formation of Leadership Perceptions," (target: Leadership Quarterly)

BUSINESS EXPERIENCE:

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| Summer 1998 | <p>Personnel Services
 Virginia Polytechnic Institute and State University
 Blacksburg, VA
 <i>Intern</i>
 -Performed a variety of basic human resource tasks including the screening of job applicants and the writing of job advertisements.
 -Worked on special projects involving faculty compensation and succession planning.</p> |
| December 1990-
July 1993 | <p>One Valley Bank of Morgantown, Inc.
 Morgantown, WV</p> |
| July 1992-
July 1993 | <p><i>Retail Banking Representative</i>
 -Consumer Lending: Installment, Mortgage, Home Equity, and RCA.
 -Supervision/Management of Branch Staff</p> |
| December 1990-
June 1992 | <p><i>Management Trainee</i>
 -Trained/worked in every department within the bank, developing an insightful understanding of the interworkings of a commercial bank with special emphasis on Consumer and Commercial Lending.</p> |
| November 1991-
March 1992,
June 1992 | <p><i>Operations Support Supervisor</i>
 -Assisted Cashier in the general oversight of all Operations/Bookkeeping functions. Managed a staff of fourteen, providing daily procedural decisions, reviewing</p> |

and approving general ledger transactions and balancing sheets, and monitoring daily customer account activity for signs of fraudulent usage.

PROFESSIONAL MEMBERSHIPS:

- A. Academy of Management
- B. Southern Management Association
- C. Institute for Behavioral and Applied Management
- D. Society for Advancement of Management

PROFESSIONAL MEETINGS ATTENDED:

- A. 2000 Society for Advancement of Management International Management Conference, St. Augustine, FL; March, 2000
- B. 21st Annual Industrial Organizational/Organizational Behavior (IOOB) Graduate Conference, University of Tennessee, Knoxville, TN; March, 2000
- C. Seventh Annual Institute for Behavioral and Applied Management Conference, Annapolis, MD; November 1999.
- D. Annual Meeting of the Southern Management Association, Atlanta, GA; October 1999
- E. Society for Industrial and Organizational Psychology Annual Conference, Atlanta, GA; April, 1999
- F. 20th Annual Industrial Organizational/Organizational Behavior (IOOB) Graduate Conference, George Mason University, Fairfax, VA; March, 1999
- G. Annual Meeting of the Academy of Management, San Diego, CA; August 1998
- H. Annual Meeting of the Southern Management Association, Atlanta, GA; November 1997
- I. Annual Meeting of the Southern Management Association, New Orleans, LA; November 1996
- J. Annual Meeting of the Southern Management Association, Orlando, FL; November 1995
- K. Annual Meeting of the Southern Management Association, New Orleans, LA; November 1994
- L. Fifteenth Annual Southern Industrial Relations and Human Resource Conference, West Virginia University, Morgantown, WV; October 1994
- M. Annual Meeting of the Midwest Finance Association, Chicago, IL; March 1994
- N. Annual Meeting of the Midsouth Academy of Economics and Finance, Nashville, TN; February 1994
- O. Nashville Quality Fair- American Society for Quality Control and Association for Quality Participation, sponsors; Nashville, TN; October 1993

HONORS & ACHEIVEMENTS:

- A. Robert J. Litschert Memorial Fellowship in Management – Awarded annually by the Virginia Tech Department of Management for outstanding scholastic achievement- the department's highest award for doctoral students

- B. Best Paper Award, Doctoral Student Division, Seventh Annual Institute for Behavioral and Applied Management (IBAM) Conference, Annapolis, MD, 1999.
- C. Honor Society of Phi Kappa Phi
- D. Pi Gamma Mu (International Honor Society in Social Science)
- E. Doctoral Consortium Attendee, Annual Meeting of the Southern Management Association, Atlanta, GA; November 1997
- F. Ad hoc reviewer for the Journal of Managerial Psychology
- G. Completed the Marine Corps Marathon, Washington, DC, October, 1998

SERVICE ACTIVITIES:

- A. Chairperson of the Virginia Tech Management Ph.D. Students Association (1999-2000)
- B. Virginia Tech Department of Management Graduate Curriculum Committee (1999-2000)
- C. Virginia Tech Pamplin College of Business Graduate Curriculum Committee (1999-2000)
- D. Sponsor of Phi Beta Lambda Professional Business Fraternity (Lipscomb University, 1993-1997)
- E. Sponsor of Delta Nu social club (Lipscomb University, 1993-1996)
- F. Academic and Career Counseling: Advisor for Management majors (Lipscomb University, 1993-1997)

PROFESSIONAL DEVELOPMENT ACTIVITIES:

- A. Fostering Self-Directed Work Teams
American Management Association/Saturn Corporation Joint Seminar
Nashville, TN; March 1996
- B. Keys to Service Excellence
Disney University Professional Development Programs
Nashville, TN; September 1995
- C. Certified Financial Planner Program
David Lipscomb University
Course: CFP I: Fundamentals of Financial Planning
February-May 1994
- D. Robert Morris Associates/East Carolina University
Commercial Lending School, Greenville, NC;
May 1992
- E. Robert Morris Associates Cash Flow Analysis Workshop;
Charlotte, NC; March 1992.
- F. Real Estate Law for Loan Officers and Realtors Seminar;
Lakeview Resort and Conference Center,
Morgantown, WV; October 1991

SEMINARS/TRAINING PROGRAMS CONDUCTED FOR BUSINESSES:

- A. Bruce Hardwood Flooring Company, Nashville, TN
 - Conducted a series of training sessions for employees covering basic interpersonal skills and training techniques.
 - March-April 1994

REFERENCES:

Dr. T.W. Bonham
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