

JAMES A. CRAFT

CONTACT INFORMATION

Office: 330 Mervis Hall
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Graduate School of Business
University of Pittsburgh
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EDUCATION

Ph.D., University of California, Berkeley
M.B.A., University of California, Berkeley
B.A., Claremont McKenna College
A.A., Fullerton Jr. College

AREAS OF PROFESSIONAL INTEREST

Human Resources Management
Human Resources Planning & Strategy
Global Management Effectiveness
Organizational Behavior
Management Theory
Labor Relations

EXPERIENCE

Academic and Administrative Appointments

Emeritus Professor of Business Administration and Doctoral Student Counselor and Liaison, The Joseph M. Katz Graduate School of Business 2017 to Present

Professor of Business Administration, The Joseph M. Katz Graduate School of Business, University of Pittsburgh, 1978 to 2017

Acting Director of the Center for Latin American Studies at the University Center for International Studies, January 1, 2006 to December 31, 2006

Interim Director of the Center for Latin American Studies at the University Center for International Studies, January 1, 2000 to December 31, 2000

Director of the Doctoral Program, January 1995 to January 1998

First Academic Director, Executive MBA Program, 1993 to 1995

Coordinator (Chairperson) Organizational Behavior and Human Resources Interest (OBHR) Group, 1981 to 1989, 2002 to 2005

Associate Professor of Business Administration, Graduate School of Business, University of Pittsburgh, 1972 to 1978

Assistant Professor of Industrial Management, Krannert School of Industrial Administration, Purdue University, 1968 to 1972

Acting Instructor of Industrial Relations and Organizational Behavior, University of California, Berkeley, 1967 to 1968

Research Assistant, School of Public Health, 1965 to 1966;
Institute of Industrial Relations, University of California, 1963 to 1965

Industrial, Business, and Government Positions

Impartial Chairman of Grievance Panel for Staff Employees at the University of Pittsburgh, 1974 to 1980

Labor Force Analyst, U.S. Department of Labor Manpower Administration (as Brookings Fellow), 1971 to 1972

Member of Collective Bargaining Team for District Lodge 115 of the International Association of Machinists, 1967

Management Intern in Summer Development Program at Pacific Telephone Company, 1962

Consulting Positions (Representative)

U.S. Department of Labor, Employment and Training Administration.

Consultation on a Variety of Activities Ranging from Design of Experimental Programs to Reviewing Grant Proposals for Funding

Department of Employment Security, State of Vermont. Providing Guidance and Assistance in Collecting Data for Manpower Experiment in Welfare Reform

Westinghouse Electric Corporation. Consultation on the Development of a Human Resource Information System for Human Resources Planning; Guidance on Development of a Performance Appraisal System for Headquarters Employees

Westmoreland Hospital. Consultant to Review Selected Labor Relations and Human Resource Management Activities and Make Recommendations

D'Appolonia International, Inc. Offering Expert Opinion on Wage Adjustment Dispute Between the Company and the Atomic Energy Organization of Iran

Koppers Company, Inc. Consultant to Train Supervisors and Middle Managers in Areas of Equal Employment Opportunity, Administration of Discipline, and the Interview as Management Tool

U.S. General Accounting Office. Consultant Offering Expert Advice and Review Findings on Strategic Human Resources Planning in the Veterans Affairs Department

Blue Cross of Western Pennsylvania. Consultant to Train Corporate HR Staff on Concepts and Methods of HR Environmental Scanning

Mobay Corporation. Consultant to Propose Options and Perspectives on Organizational Career Systems to the Mobay Task Force on Employee Careers

Ketchum Public Relations. Consultant to Review Communications Strategy and Make Recommendations for Client to Effect Change in a Unionized Context

Thermal Industries, Inc. Consultant to Work with Production Manager in Planning Movement to a 24 Hour Operation of Plant Facilities

Business, Industry and Labor Development Committee of Alameda County. Responsible for Conducting an Analysis of the Regional Business Climate

Bay Area Chapter of the California Hospital Personnel Management Association. Analysis and Recommendations for Hospital Human Resources Function Improvement

TriRivers Surgical Associates, Inc. Analysis of the Organizational and Human Resource System to Determine how a More Synergistic Work Context could be Created.

GRANTS, PROFESSIONAL POSITIONS AND HONORS

Provost's Research Fund Grant for Research on Labor Market for Vocationally Disabled and Older Workers (With Sam Doctors), 1977

Faculty Research Grants, Katz Graduate School of Business, University of Pittsburgh, 1976, 1990

Research Grant won on Competitive Basis from Purdue Research Foundation, 1969 (XL Grant)

Grant From Department of Labor, Manpower Administration, to Analyze Research and Development Approaches to Public Service Employment, 1972-1974

Editorial Board of Pittsburgh Business Review, 1976-1978

Associate Editor of Human Resource Planning, 1984-1986

Editorial Advisory Board, Human Resource Planning, 1977-2003

Editorial Board of the Journal of Labor Research, 1989-2009

Guest Editor for special issue on "The Role of Human Capital in Competitive Advantage," Administrative Sciences, 2012

Contributing Editor to UPDATE, Bimonthly Publication of the Pittsburgh Human Resources Association, 1984-1986

Brookings Economic Policy Fellow, 1971-1972

Pittsburgh Human Resources Association,

Founding Chairperson, Research Committee

Board of Directors (Elected Member), 1982-1985, 1985-1988, 1988-1991

Beta Gamma Sigma (Scholastic Honor Society in Business Administration)

Inducted in 1968 by Alpha of California Chapter;

Beta of Pennsylvania Chapter, Secretary-Treasurer; 1977-1979,

President, 1979-1993

Sigma Xi, The Scientific Research Society, University of Pittsburgh Chapter, Inducted in 1990

Western Pennsylvania Chapter of the Labor and Employment Relations Association, President; 1986-1987, Vice President; 1985-1986, Secretary; 1984-1985; Board of Directors, 1987-1992;

Member of 4 person committee to reestablish to Western PA Chapter in 2011.

Assumed the position of Vice President – Neutral of the reorganized chapter. 2011 - current

Human Capital Institute, member of the Thought Leadership Panel on the Linking Recruitment to Business Strategy learning track, 2007 – current.

MEMBERSHIPS IN PROFESSIONAL SOCIETIES

Academy of Management

WorldatWork (formerly the American Compensation Association)

Labor and Employment Relations Association (formerly the Industrial Relations Research Association)
Pittsburgh Human Resources Association
Sigma Xi (National Scientific Honorary)
Society for Human Resource Management
Western Pennsylvania Chapter, LERA (formerly the IRRA)
Association for Talent Development (ATD)

MOST SIGNIFICANT PUBLICATIONS

“Leadership Attitudes Among Public Health Officials,” **American Journal of Public Health**, Vol. 56, No. 12, (December, 1966), pp. 1990-2005 (With R. E. Miles and L. W. Porter), Reprinted as “Three Models of Leadership Attitudes,” in P. Pigors, C. Myers, and F. Malm, **Management of Human Resources**, (New York: McGraw Hill, 1969 and 1973 Editions).

“Proportional Representation for Teacher Negotiations,” **Industrial Relations**, Vol. 8, No. 3, (May, 1969) pp. 236-246.

“The Rise of a Labor Representative for Teachers: The California Urban Executive Secretary,” **ISR Journal**, Vol. 1, No. 2, (Spring, 1969) pp. 119-126.

“The Middle Administrator’s Response to Public Employee Negotiations: The Case of the School Principal,” in J. A. Craft, W. R. Hazard, and E. M. Grissinger, **Employee Relations in the Academic Setting**, (Public Personnel Association, Chicago: 1969) Monograph No. 15 in the Public Employee Relations Library.

“Comment on Multilateral Bargaining in Public Education,” **ISR Journal**, Vol. 1, No. 4, (Fall, 1969) pp. 264-266.

“Toward a Public Employment Wage Theory: Comment,” **Industrial and Labor Relations Review**, Vol. 23, No. 1, (October, 1969) pp. 89-95.

“Public Employee Negotiations Legislation: The Paradox of Labor Divided,” **Quarterly Review of Economics and Business**, Vol. 9, No. 4, (Winter, 1969) pp. 29-37.

“Public Employee Budget Negotiations: Budget Search and Bargaining Behavior,” **Public Personnel Review**, Vol. 31, No. 4, (October, 1970) pp. 244-249.

“Fire Fighter Militancy and Wage Disparity,” **Labor Law Journal**, Vol. 21, No. 12, (December, 1970) pp. 794-803.

“Fire Fighter Strategy in Wage Negotiations,” **Quarterly Review of Economics and Business**, Vol. 11, No. 3, (Autumn, 1971) pp. 65-75. Reprinted in Marvin J. Levine and

MOST SIGNIFICANT PUBLICATIONS (continued)

Eugene C. Hagburg, **Labor Relations in the Public Sector**, (Salt Lake City: Brighton Publishing Co., 1979 and 1985 Editions).

“Notes on the Administration of a Collective Bargaining Agreement,” **Personnel Administration and Public Personnel Review**, Vol. 1, No. 1, (July/August, 1972)

pp. 30-33. Reprinted in Marvin J. Levine and Eugene C. Hagburg, **Labor Relations in the Public Sector**, (Salt Lake City: Brighton Publishing Co., 1979 and 1985 Editions).

“Professionalism, Unionism, and Collective Negotiation: Teacher Negotiations Experience in California,” **Economic and Business Bulletin**, Vol. 24, No. 2, (Winter, 1972) pp. 54-61. Conclusions of this research are also published in **Phi Delta Kappan**, Vol. 51, No. 8, (April, 1970) p. 455.

“Racial and Occupational Aspects of Public Employment Service Placements,” **Quarterly Review of Economics and Business**, Vol. 13, No. 3, (Autumn, 1973) pp. 53-60.

Public Service Jobs and Transitional Employment: An Analysis of the Vermont Experimental and Demonstration Project, (Manpower Administration, U.S. Department of Labor, 1974) 200 pp.

“Racial and Occupational Aspects of Public Employment Service Placements: A Reply,” **Quarterly Review of Economics and Business**, Vol. 14, No. 3, (Autumn, 1974) pp. 106-108. (A Methodological Reply to Criticism by Robert J. Brown, Director of U.S. Employment Service.)

“Public Service Jobs as Transitional Employment,” **Manpower**, Vol. 6, No. 10, (October, 1974) pp. 2-7.

“Transition in Public Service Employment: Concept and Measurement,” **Labor Law Journal**, Vol. 26, No. 7, (July, 1975) pp. 417-422.

“Human Resource Accounting and Manpower Management: A Review and Assessment of Current Applicability,” **Journal of Economics and Business**, Vol. 28, No. 1, (Fall, 1975) pp. 23-30.

“Equal Opportunity and Seniority: Trends and Manpower Implications,” **Labor Law Journal**, Vol. 26, No. 12, (December, 1975) pp. 750-758. Reprinted in Donald E. Klinger, **Public Personnel Management**, (Englewood Cliffs, New Jersey: Prentice-Hall, 1980).

“Human Resource Accounting: Perspective and Prospects,” **Industrial Relations**, Vol. 15, No. 1, (February, 1976) pp. 2-12, (With Jacob G. Birnberg). Reprinted in Keith

MOST SIGNIFICANT PUBLICATIONS (continued)

Davis (Ed.), **Organizational Behavior: A Book of Readings**, 5th Edition, (New York: McGraw-Hill, 1977); Reprinted in Steven Altman, **Organizational Development: Progress and Perspectives**, (Beverly Hills: Glencoe Press Inc., 1980); Reprinted in Harold Koontz, Cyril O'Donnell and Heinz Wehrich, **Management: A Book of Readings**, (New York: McGraw-Hill, 1980); Reprinted in Albert P. Ameiss, **The Accountant's Desk Handbook**, (Englewood Cliffs, New Jersey: Prentice-Hall, 1981).

"New Directions for Public Service Employment in Manpower Programming," **Public Personnel Management**, Vol. 5, No. 1, (January-February, 1976) pp. 60-66.

"Transition in the Mineworkers Union and the Impact on Labor Relations," **Pittsburgh Business Review**, Vol. 45, No. 4, (Summer, 1976) pp. 1-7.

"The ENA, Consent Decrees, and Cooperation in Steel Labor Relations: A Critical Appraisal," **Labor Law Journal**, Vol. 27, No. 10, (October, 1976) pp. 633-640.

"Federal Influence in Manpower Programming: An Analysis of Recent Initiatives," **Labor Law Journal**, Vol. 29, No. 3, (March, 1978) pp. 168-177.

"Symposium on Human Resource Management: I. Introduction," **Pittsburgh Business Review**, Vol. 47, No. 1, (March, 1978) pp. 1-2.

"Simulated Management Perceptions, Hiring Decisions and Age," **Aging and Work**, Vol. 2, No. 2, (Spring, 1979) pp. 95-102. (With Samuel I. Doctors, Yitzchak M. Shkop, and Thomas J. Benecki.)

"Managing Human Resources," in Gerald Zaltman (Ed.), **Management Principles for Non-Profit Agencies and Organizations**, (New York: American Management Associations, 1979) pp. 71-119.

"Who Hires the Seriously Handicapped?" **Industrial Relations**, Vol. 19, No. 1, (Winter, 1980) pp. 94-99. (With Yitzchak M. Shkop and Thomas Benecki.)

"A Critical Perspective on Human Resource Planning," **Human Resource Planning**, Vol. 3, No. 2, (1980) pp. 39-52. Reprinted in Kenneth Wheeler, et al., **Practicing Human Resource Administration**, (New York: Random House, 1982); Reprinted in James W. Walker and Karl F. Price (Eds.), **The Challenge of Human Resource Planning: Selected Readings**, (New York: The Human Resource Planning Society, 1982).

"The Employer Neutrality Pledge: Issues, Implications and Prospects," **Labor Law Journal**, Vol. 31, No. 12, (December, 1980) pp. 753-764.

MOST SIGNIFICANT PUBLICATIONS (continued)

“Information Disclosure and the Role of the Accountant in Collective Bargaining,” **Accounting, Organizations, and Society**, Vol. 6, No. 1, (1981) pp. 97-107.

“New Strategies in Union Organizing,” **Journal of Labor Research**, Vol. 4, No. 1, (Winter, 1983) pp. 19-32 (With Marian Extejt). Reprinted in Richard L. Rowan, **Readings in Labor Economics and Labor Relations**, Fifth Edition, (Homewood, IL: Richard D. Irwin, 1985). Reprinted in James E. Martin, et al., **Readings and Cases in Labor Relations and Collective Bargaining**, (Reading, MA: Addison-Wesley, 1985).

“Post-Recession Bargaining: Mutualism or Adversarial Relations?,” **Labor Law Journal**, Vol. 34, No. 6, (July, 1983) pp. 431-439.

“The Union Image: Concept, Programs and Analysis,” **Journal of Labor Research**, Vol. 4, No. 4, (Fall, 1983) pp. 299-324 (With Suhail Abboushi).

“Information Disclosure and the Role of the Accountant in Collective Bargaining: A Reply to Maunders and Foley,” **Accounting, Organizations and Society**, Vol. 9, No. 1, (1984) pp. 107-108.

“Controlling Plant Closings: A Framework and Assessment,” in Antone Aboud (Ed.), **Plant Closing Legislation**, Key Issues, Number 27, (Ithaca, NY: ILR Press, Cornell University, 1984) pp. 45-57.

“Testing and Industrial Application,” in Gerald Goldstein and Michael Herson (Eds.), **Handbook of Psychological Assessment**, (New York: Pergamon Press, 1984) pp. 421-439 (With Robert Perloff and Evelyn Perloff).

“Concession Bargaining and Unions: Impacts and Implications,” **Journal of Labor Research**, Vol. 6, No. 2, (Spring, 1985) pp. 167-180 (With Suhail Abboushi and Trudy Labovitz). Reprinted in part in **Pitt Magazine**, Vol. 39, No. 2, (November, 1984) pp. 15-18.

“Human Resources Planning and Strategy,” in Lee Dyer (Ed.), **Human Resource Management: Evolving Roles and Responsibilities**, (Washington, DC: BNA, 1988) pp. 1-47 to 1-87.

“The Community as a Source of Union Power,” **Journal of Labor Research**, Vol. 11, No. 2, (Spring, 1990) pp. 145-160.

“Human Resources Competitor Intelligence: Concept, Focus and Issues,” (With Craig Fleisher and Gerald Schoenfeld), **Human Resource Planning**, Vol. 13, No. 4, (1990) pp. 265-280.

MOST SIGNIFICANT PUBLICATIONS (continued)

“Unions, Bureaucracy and Change: Old Dogs Learn New Tricks Very Slowly,” **Journal of Labor Research**, Vol. 12, No. 4, (Fall, 1991) pp. 393-405.

“Human Resource Strategy” in L. H. Peters, C. R. Greer and S. A. Youngblood (Eds.), **Encyclopedic Dictionary of Human Resources Management**, (Malden: MA, 1997) pp. 155-156. Susan Cartwright (Ed.), **Blackwell Encyclopedia of Management: Human Resource Management** (2nd Edition, 2005), pp. 176-178. Also Reprinted in Jeanne McNett, et al. (Eds.), **Blackwell Encyclopedia of Management: International Management** (2nd Edition, 2005), pp. 188-189.

“Input-Output Analysis for Organizational Human Resources Management,” (With Hector Correa). **OMEGA: The International Journal of Management Science**, Vol. 27, (1999) pp. 87-99. Reprinted as “Análisis de entradas y salidas para la administración del recurso humano organizacional,” in H. Correa, J. Craft, G. Baena, E. Mu, N. Cano **Management: Vision Global Para El Mundo de los Negocios** (GABL Internacional Marketing y Finanzas Ltda de Columbia, 2003)

“Union Violence: A Review and Critical Assessment,” **Journal of Labor Research**, Vol. 22, No. 3, (Summer 2001) pp. 679-688.

“Future Directions in Public Sector Labor Relations: A 2020 Perspective,” **Journal of Labor Research**, Vol. 24, No. 4 (Fall 2003) pp. 545-560.

“Unions and Legitimacy: A Review and Perspective,” **Journal of Labor Research**, Vol. 25, No. 4 (Fall 2004) pp. 667-675.

“Future Directions in Labor Relations: A 2025 Perspective,” in C. Wankel (Ed), **Handbook of 21st Century Management**, Sage Publications (December, 2007) pp. 167-176.

“Human Reliability Study on the Door Operation of China Guangzhou Metro System,” submitted to **Reliability Engineering & System Safety** (Coauthors Yan Zhan & Pandu Tadikamalla). Submitted April, 2016.

OTHER RELEVANT PUBLICATIONS

“The Fine Art of Employee Supervision”, **Public Works**, Vol. 100, No. 7, (July, 1969) pp. 91-92, 142.

“Can Industry Employ the Ghetto Negro?,” **Krannert Alumni Bulletin**, (November, 1969) pp. 1-5.

“Human Resources Planning: An Emerging Dimension of Management Activity,” **Managing**, Vol. 1, No. 3, (Fall, 1979) pp. 5, 32.

“Summary: Equal Employment Workshop,” in Andrew R. Blair (Ed.), **Government Regulation: New Perspectives** (Pittsburgh: Graduate School of Business, 1980) pp. 95-96.

“Labor Contracts,” in Enny C. Seabrook and David K. Parkinson (Eds.), **Reproductive Health Policies in the Workplace** (Pittsburgh: Family Health Council of Western Pennsylvania, Inc., 1983) pp. 106-109.

“Flexible Staffing for Improved Utilization of Human Resources,” **Business Connection**, (Winter, 1984) p. 1.

“The Reference Letter,” **UPDATE**, (September/October, 1984), p. 2. (**UPDATE** was the bimonthly newsletter of the Pittsburgh Personnel Association.)

“Recruitment Source and Employment Outcome,” **UPDATE**, (November/December, 1984) p. 3.

“Fairness and Satisfaction in Appraisal Interviews,” **UPDATE**, (January/February, 1985) pp. 6-7.

“Why Don’t We Pay for Performance?,” **UPDATE**, (March/April, 1985), pp. 2-3.

“Physical Attractiveness and Personnel Decisions,” **UPDATE**, (May/June, 1985) pp. 2-3.

“How Does Your Appraisal System Rate?,” **UPDATE**, (July/August, 1985) pp. 4-5.

“Individual Equity in Pay Systems,” **UPDATE**, (September/October, 1985) pp. 2-3.

“Image and Effectiveness of the Personnel Recruiter,” **UPDATE**, (November/December, 1985) pp. 2-3.

“Organizational Socialization and the Personnel Process,” **UPDATE**, (January/February, 1986) pp. 2-3.

“Do Women Expect Less?” **UPDATE**, (June/July, 1986) pp. 2-3.

“Rating the Boss,” **UPDATE**, (September/October, 1986) pp. 2-3.

“Comentarios Sobre El Caso ‘Casual Clothes S.A.’,” **Decisiones**, Ano 1, Numero 4, (Septiembre, 2000) pp. 28-29.

BIBLIOGRAPHY

Collective Negotiations in the Public Sector: A Selected Bibliography, Printed and Distributed by the Committee of University Industrial Relations Librarians, 1969, (With John Houkes).

PUBLISHED BOOK REVIEWS

Review of "Public Personnel Administration," 6th Edition, by O. Glenn Stahl in **Personnel Journal**, Vol. 52, No. 7, (July, 1973) pp. 653-654.

Review of "Human Resource Accounting," by Eric Flamholtz in **Accounting, Organizations and Society**, Vol. 1, No. 2, (1976) pp. 281-283) (With Jacob Birnberg).

Review of "Employment and Labor Relations Policy," by Charles Bulmer and John L. Carmichael, Jr. in **Industrial and Labor Relations Review**, Vol. 34, No. 4, (July, 1981) pp. 609-610.

Review of "Manpower Planning: Strategy and Techniques in an Organizational Context," Edited by John Edwards, et al., in **Industrial and Labor Relations Review**, Vol. 37, No. 3, (April, 1984) pp. 467-468.

Review of "HRM Trends and Challenges," Edited by Richard E. Walton and Paul R. Lawrence, in **Industrial and Labor Relations Review**, Vol. 41, No. 2, (January, 1988) pp. 329-330.

"Review of "The Human Side of Mergers and Acquisitions," by Anthony F. Buono and James L. Bowditch, in **Journal of Labor Research**, Vol. 12, No. 3, (Summer, 1991) pp. 300-301.

Review of "Employment Relations and the Social Sciences," by Stephen M. Hills, in **Journal of Labor Research**, Vol. 18, No. 4, (Fall, 1997) pp. 661-663.

UNPUBLISHED RESEARCH

"Statistical Review of the Employment Service and Its Activities," 1971. An Unpublished Manuscript Prepared for the U.S. Department of Labor, Manpower Administration (Office of Policy and Evaluation) 44 pp., Typescript.

"Additional Notes to 'A Statistical Review of the Employment Service'," 1971. An Unpublished Manuscript Prepared for the U.S. Department of Labor, Manpower Administration (Office of Policy and Evaluation) 20 pp., Typescript.

"Black Workers in Large Municipal Fire Departments: A Labor Market Analysis," 1971. Institute Paper 315 in the Institute for Research in Behavioral, Economic and Management Sciences, Krannert Graduate School of Industrial Administration, Purdue University.

"Federal Influence in Manpower Programming: An Analysis of Recent Initiatives," 1977, Graduate School of Business, University of Pittsburgh

“What’s in a Name—Or Why Not Human Resources Management?” 1977. Working Paper 225, Graduate School of Business, University of Pittsburgh.

“Controlling Plant Closings: A Framework and Assessment,” 1983, Graduate School of Business, University of Pittsburgh, Working paper 550

“The Emergence of Human Resource Planning as a Unified Concept in Management Theory and Practice” 2011, Graduate School of Business, University of Pittsburgh

INSTRUMENTS/WORKSHOPS DEVELOPED

“Selecting an Appropriate Performance Appraisal Method,” An Instrument and Workshop Developed to Assist Managers in the Decision to Select or Design an Appropriate Performance Evaluation Method for Their Organization (1986, 2004).

“Exercise for Strategic Human Resources Management,” An Instrument Designed to Assist Managers in Identifying the Business Competitive Strategy and the Role that Human Resources Management Plays in its Design and Implementation (2011)

“HR Environmental Scanning,” A One Day Workshop with Accompanying Forms and Instruments Developed to Assist HR Professionals Understand HR Environmental Scanning and Its Use in HR and Strategic Planning (1992).

Co-Developer and Co-Director of the “Learning Community Workshop” for the Executive MBA Program. A Two and one-half day program of experiential exercises to facilitate getting acquainted, identifying participant resources, increasing their communication effectiveness and helping them develop key skills in group process and decision-making. (1974-2017)

“Community Building Workshop” for the MBA Essentials program. A workshop focusing on group resource identification and effective group process to assist students in the MBAe program.

Created a variety of 1-3 hour workshops to assist groups in getting acquainted, identifying individual resources and learning to work effectively in teams (1995 – 2017)

Developed the materials and recorded the introduction and the community building workshop for the Online MBA Essentials program (2011)

PAPERS, PRESENTATIONS AND CHAIRED SESSIONS

Presentations at Various Seminars, Conferences and Meetings. The Most Significant of These are the Following:

“Public Service Jobs and Transitional Employment,” Presented at a Conference Sponsored by the National Manpower Policy Task Force, Washington, DC, 1974.

“Manpower and the Energy Crisis,” Presented at the Pittsburgh National Association of Concerned Business Students, Pittsburgh, PA, 1974.

Chairman, the Labor Leaders Seminar on Energy and Jobs for Pennsylvania, Pittsburgh, PA, 1975, 1976.

“Collective Bargaining and Industrial Relations in the Steel Industry,” Presented at the Fifth National Steel Industry Economics Seminar, Pittsburgh, PA, 1976.

“Federal-Prime Sponsor Control in Manpower Programming: The Emerging Situation,” Presented at the Mid-Atlantic Manpower Professionals Association Meeting, Morgantown, WV, 1976.

Chairman, Session on Labor Market Information, Annual Meeting of the Human Resource Planning Society, Atlanta, GA, 1978.

“Performance Appraisal and Compensation,” Presented at the Annual Conference of the Pittsburgh Personnel Association, Pittsburgh, PA, 1978.

“Perspectives on Human Resources Planning: A Critical Viewpoint,” Presented at the OSRA/TIMS Meetings, Milwaukee, WI, 1979.

Rapporteur, Session on Equal Employment Opportunity at the Conference on Government Regulation: New Perspectives, Pittsburgh, PA, 1979.

Co-Chairman, Competitive Paper Session, Annual Meeting of the Human Resource Planning Society, Scottsdale, AZ, 1980.

“Job Analysis and Placement of the Handicapped,” Presented at the Vocational Rehabilitation Conference on Placement of the Handicapped, Pittsburgh, PA, 1981.

“Career Development for the Changing Personnel Environment,” Presented at the Annual Conference of the Pittsburgh Personnel Association, Pittsburgh, PA, 1981.

“Personnel Management in the United States,” Presented Annually to the Japanese Managers and Labor Leaders, Kansai Productivity Center Sponsored Tour, Pittsburgh, PA, 1980-1993.

Chairman, Session on Labor Contracts, Symposium on Reproductive Health Hazards in the Workplace, Pittsburgh, PA, 1982.

“Post-Recession Collective Bargaining,” Presented to the Inaugural Meeting of the Western Pennsylvania Chapter of the Industrial Relations Research Association, Carnegie-Mellon University, Pittsburgh, PA, 1983.

“The State of the Unions,” Presented in the Graduate School of Business Associates Program Lecture Series, Pittsburgh, PA, 1983.

“Human Resources Management,” Presented to the University-Wide Administrators Conference, University of Pittsburgh, Johnstown, PA, 1983.

“Plant Closing Legislation: An Appraisal,” Presented at the Symposium 1983 Conference on Plant Closing Legislation, St. Francis College, Loretto, PA, 1983.

“Current Issues in American Labor and Human Resources,” Presented to the European Regional Project, USIA, Pittsburgh, PA, 1984.

Chairman and Discussant, Seminar on Employment-at-Will, Sponsored by the Employment and Labor Law Section of Buchanan Ingersoll, P.C., Pittsburgh, PA, 1984.

Facilitator and Chairperson of Meeting of Pittsburgh Human Resource Planning Society to Define Concept of Human Resource Planning, Pittsburgh, PA, 1984.

“Labor-Management Relations: New Issues and Economic Uncertainty,” Presented at the American Arbitration Association Regional Annual Meeting, Pittsburgh, PA, 1984.

“Management Strategy and Labor Relations Trends,” Presented at the Tristate Industrial Association Seminar on Collective Bargaining, Pittsburgh, PA, 1984.

“Management Decisions in Labor Relations: Actions and Reaction,” Presented at the Tristate Industrial Association Seminar on Collective Bargaining, Pittsburgh, PA, 1985.

Panel Member Selected to Discuss “Quality Control in Industry,” Sponsored by Quality Progress Magazine. Comments later Published in the Magazine, Pittsburgh, PA, 1985.

“Selecting an Appropriate Performance Appraisal Method,” Created and Presented This Workshop at the Conference Titled “Compensation at the Crossroads,” Pittsburgh, PA, 1986.

“Management and Labor: Prospects for the Future,” Presented at the Fall Meeting of the Western Pennsylvania Chapter of the IRRA, Blairsville, PA, 1986.

“Developing Patterns Related to Union Organization,” Presented at the Labor-Management 1987 Conference at Indiana University of Pennsylvania, Indiana, PA, 1987.

“Management Strategies in Employee Relations,” Presented as Guest Lecturer to the Coast Guard Academy Cadet Management Association, New London, CT, 1987.

“Human Resources, Strategy and the Competitive Edge,” Presented to the Associates Members of the Joseph M. Katz Graduate School of Business, Pittsburgh, PA, 1987.

“Forecast for Labor and Human Resources,” Presented to the Pennsylvania Institute of Certified Public Accountants, Pittsburgh, PA, 1990.

“Human Resources From 1990 to 2000,” Keynote Speech Presented at the Breakfast to Honor Employers, Vocational Rehabilitation Center, Pittsburgh, PA, 1990.

“Is the Future Rooted in the Past?,” Presented at the Conference on Collective Bargaining in the Nineties: Level Playing Field With Unequal Players, Pittsburgh, PA, 1990.

“Unions, Bureaucracy and Change: Old Dogs Learn New Tricks Very Slowly,” Presented at the Journal of Labor Research Symposium, Washington, DC, February, 1991.

“The Sky is Falling! Or Maybe It Isn’t. An Alternative View of Workforce 2000,” Presented to Associates Program Members of The Joseph M. Katz Graduate School of Business, Pittsburgh, PA, April, 1991.

“Strategic Issues and Directions in U.S. Human Resources Management,” Presented to Visiting Students and Faculty From Erasmus University (Netherlands), Pittsburgh, PA, 1991.

“Envisioning Collective Bargaining in the 1990s,” Presented at the Annual Labor-Management Conference, Indiana University, Indiana, PA, April, 1991.

Leader of Three Week Workshop on “Human Resources Management: Shifting From a Control Economy to a Market System,” Budapest, Hungary, 1992.

Panel Member in the Workshop “Tips From the Trenches: Teaching in Executive Programs: MBAs and More,” Academy of Management Annual Meeting, Atlanta, GA, 1993.

“Historical Perspective on Performance Management,” Presented to the Association for Participation and Quality, Pittsburgh, PA 1993.

“American Labor: History and Current Transitions,” Presented to the USIA European Regional Project (European Journalists), Pittsburgh, PA, 1994.

Discussant in International Business Center Seminar on “Privacy in the Workplace,” Pittsburgh, PA, 1994.

Seminar Leader for Polish Faculty on the Subject of “Teaching Human Resources Management,” at the University of Lodz, Lodz, Poland, 1994.

Presentation for International Business Center on “Managerial Issues in Transition: Central Europe,” Pittsburgh, PA, 1994.

“Las Tendencias del Ambiente y sus Impactos Sobre Las Decisiones de Negocios,” Presented to the Faculty and Students of the Business School at the Universidad Nacional de Cuyo, Mendoza, Argentina, 1995.

“Quality Management and Industrial Relations,” Presented to the Brazilian Trade Union Contingent Visiting Pittsburgh, PA, 1995.

Moderator of Panel Discussion on “The Changing Structure of Health Care Provision,” for Leadership Pittsburgh, Pittsburgh, PA, 1996.

“Las Tendencias Corrientes de Recursos Humanos,” Presented at Instituto Tecnológico de Estudios Superiores de Monterrey, Mexico, 1996.

“Strategic Human Resources Management,” Presented to the Members of the Katz Alliance, Pittsburgh, PA, 1997.

“Los Recursos Humanos Como la Fuente de Ventaja Competitiva,” Presented as one of Four Invited Lectures for the Ciclo Internacional at the Universidad Tecnica Federico Santa Maria, Valparaiso, Chile, 1997.

“El Desarrollo y la Emergencia de Recursos Humanos,” Presented at the Universidad Tecnica Federico Santa Maria, Valparaiso, Chile, 1997.

“El Cambio en Las Organizaciones,” a One Day Seminar on Organizational Change, Presented to the Community and University Participants at the Universidad Tecnica Federico Santa Maria, Valparaiso, Chile, 1997.

“Selecting New Employees,” Presented to the Members of the Katz Alliance, Pittsburgh, PA, 1998.

“Aplicaciones de Metodos de Recursos Humanos,” Presented as Part of the SEMLA Series for Latin American Managers, Sponsored by the Department of Education, University of Pittsburgh, Pittsburgh, PA, 1999, 2000, 2001.

“Tendencias Actuales en el Campo de Recursos Humanos,” Presented at the Universidad Catolica de Buenos Aires, Buenos Aires, Argentina, April, 2001.

Chair of session and presenter on the topic of “The Brazilian Economy and Business Environment” at the Brazil Business Briefing Seminar sponsored by the Center for Latin American Studies on May 8, 2003, Pittsburgh, PA.

“Human Resource Systems in the United States,” Presented to a group of Ukrainian Managers sponsored by the Pittsburgh Council on International Visitors, Pittsburgh, PA, 2003

“Doing Business in Chile,” Presented to participants in the Center for Latin American Studies Field Study in Chile, Pittsburgh, PA, 2004, 2005, 2006

Chaired the paper presentation session on “Public and Social Policy” at the Center for Latin American Studies Symposium in celebration of the 40th anniversary of CLAS, Pittsburgh, PA, December, 2004.

“Succession Planning and Leader Development,” Presented at a Management Seminar sponsored by Pedersen and Partners and the Katz Graduate School of Business, Bratislava, Slovakia, April, 2005. Also presented at Executive Briefing Seminars in Istanbul, Turkey, Prague, Czech Republic and Warsaw, Poland in May and June 2005.

Chaired Global Business Dialogue session on “Politics, Economics & Business in Brazil: Views from the Inside” sponsored by the International Business Center of the Katz Graduate School of Business, The Center for Latin American Studies of the University of Pittsburgh and the World Affairs Council of Pittsburgh on July 26, 2005

“Succession Planning and Key Talent Development” presented at the KGSB EMBA Worldwide Executive Series session on April 26, 2006 in Pittsburgh.

Chaired Global Business Dialogue session on “The Changing Global Marketplace” sponsored by the International Business Center KGSB, the World Affairs Council of Pittsburgh, the Center for Latin American Studies, the Russian and East European Studies Center and the European Union Center of Excellence at the University of Pittsburgh at the Rivers Club, Pittsburgh on July 25, 2006.

“Brazil: Business and the Economy” presented for the IGERT Brazil Seminar on October 29, 2007. Sponsored by the Center for Latin American Studies, University of Pittsburgh.

“Some Perspectives on Employee Engagement” presented at the Towers Perrin forum on “Closing the Engagement Gap to Drive Financial Performance,” on February 12, 2008 in Pittsburgh. Also, moderator of the subsequent panel discussion.

Moderator for the panel presentation on “Executive Career Management” presented as part of the Pittsburgh Executive Series, Center for Executive Education, March 19, 2009.

“Brazil: The Country and its Economy” presented to an online audience of high school students and their teachers who were to visit Brazil. It was presented on behalf of the International Business Center at KGSB and the Global Studies Center for Cultural connection, February 17, 2012.

“Employee Engagement: A Key to Competitive Advantage,” Presentation to the Chief Human Resources Officers Organization, Pittsburgh, PA, December 5, 2013.

“Current Labor & Workforce Issues in the United States,” Presentation to participants in the US Department of State’s International Visitor Leadership Program at the request of GlobalPittsburgh, Pittsburgh, PA, June 8, 2015.

“The Entrepreneurial Team: Building and Operating It,” presented to entrepreneurial participants in the Pitt Ventures – Second Gear Program, Office of Enterprise Development, University of Pittsburgh Innovation Institute, June 30, 2015

“Brazil: Perspectives on the Country, the Economy and Doing Business,” presented at the Brazil Today Mini-Course, CMU/University of Pittsburgh, Pittsburgh, PA, September 12, 2015

Moderator discussion leader for the panel on “New Approaches to Union Organizing.” Fall Program Presentation of the Southwestern PA Chapter of the Labor and Employment Relations Association, Pittsburgh, PA September 17, 2015

“Employee Engagement” and “Performance Management” focal sessions offered to senior managers from Duquesne Fund Services, Pittsburgh, PA, June 26, 2017.

“Effective Communications” presented on February 8, 2018 to FedEx managers.

DOCTORAL DISSERTATIONS CHAIRED

A Member of Numerous Doctoral Dissertation Committees Including Students in Business Administration, Economics, Public Affairs, History, and Educational Administration. Chairperson for the Following Individuals:

Yitzchak (Isaac) Michael Shkop

Dissertation Title: **The Effects of Providing Various Options for Continued Employment in the Organization on the Pattern of Retirement Decisions**, 1981.
(Placed at University of Illinois at Chicago Circle)

Suhail Abboushi

Dissertation Title: **Identification and Analysis of Factors Influencing Union Leaders Willingness to Accept Contract Concessions**, 1984.
(Placed at Duquesne University)

James Gregory Pesek

Dissertation Title: **An Analysis of Quality Circles and Participant Attitudes**, 1984.
(Placed at Clarion University)

Robert Albright

Dissertation Title: **Employee Involvement, Organizational Justice and Labor Relations in a Mature Rivalry: A Study of Union Member Beliefs Concerning the Contemporary Union’s Dual Roles**, 1994. (Placed at U.S. Coast Guard Academy)

Gilbert Yip-Wei Tan

Dissertation Title: **Attitudinal and Behavioral Outcomes of French and Raven's Power Bases: An Empirical Study of a Nomological Network**, 1994.

(Placed at The National University of Singapore)

Susan K. Key

Dissertation Title: **Do Managers Matter?: The Role of Managerial Discretion in Corporate Social Responsibility Decisions**, 1995.

(Placed at the University of Alabama—Birmingham)

Deborah Good

Dissertation Title: **Human Resources Strategies in Entrepreneurial Firms**, 1995.

(Placed at the University of Pittsburgh)

TEACHING RESPONSIBILITIES AND ACTIVITY

I have designed and taught the following courses:

Undergraduate:

Human Resources Management
Collective Bargaining
Compensation and Performance Management
Human Resource Strategy & Planning

Masters Level Courses:

Human Resources for Competitive Advantage
Seminar in Human Resources Management
Staffing Organizations
Compensation
Seminar in Industrial Relations
Human Resources Planning and Strategy I & II
Public Policy and Human Resources Management
Managing Human Capital
Collective Bargaining
Arbitration and Contract Administration
Human Behavior in Organizations
Organizational Analysis
International Research -- Latin America
Global Research Project – Latin America

Doctoral Level Courses:

Behavioral Systems and Management Thought
Theory and Methods in Human Resources Management
The Minority Worker in the Industrial Relations System
Public Sector Labor Relations
Foundations of Human Resources Management

In addition, I have taught in a variety of executive/professional programs including:

Management Program for Executives (Four week in-residence program for upper level managers)

Executive MBA Program (Pittsburgh)

FlexMBA Program

EMBA Worldwide Program (Sao Paulo, Brazil; Manchester, UK; Prague, Czech Republic)

KGSB—Graphic Arts Technical Foundation Executive Program

Essentials of Management Program

Global Alliance for Leadership (Management Teams from Leading Organizations)

MBA Essentials Program (MBAe)

Online MBAe Program

Marshall Webster Physician Leadership Program

Numerous special programs for companies and agencies

Teaching Evaluations:

My teaching ratings in the MBA courses have consistently been in the top cluster of evaluations.

- Nominated by the Dean as KGSB candidate for the university-wide Chancellor's Distinguished Teaching Award in 1989.
- Recognized as an outstanding teacher in the College of Business Administration, 2000
- Recognized for teaching excellence in the MBA program, 2002-03.
- Recognized as "EMBA Outstanding Faculty Partner" 2009

SCHOOL COMMITTEES CHAIRED

A Member of Virtually Every Major Committee in the Graduate School of Business over the Years.

Served as Chairperson on One or More Occasions of the Following Committees:

Doctoral Committee

MBA Policy Committee

Undergraduate Programs Committee

Research Committee

Executive Committee

Full Professor Committee to Examine Undergraduate Education

Numerous Review Committees for Promotion and Tenure Decisions

University Task Force on Personnel, Manpower Planning and Labor

Executive MBA Admissions Committee

Academic Standards Committee

Assurance of Learning Committee

Academic Integrity Officer for the Katz Graduate School of Business

Ad Hoc Committee for Selection of Associate Dean

Ad Hoc Committee on Joint Appointments and Adjunct Faculty

Ad Hoc Committee on Student Recruiting Brochure

Ad Hoc Committee on Policy for Non Tenure Stream Faculty

Ad Hoc Committee to Evaluate the FlexMBA Program

Ad Hoc Committee to develop Report Templates for Review of Tenure Stream and Non-Tenure Stream Faculty

Ad Hoc Committee to define criteria for the appointment and promotion of Non Tenure Stream Faculty to various faculty ranks.

UNIVERSITY COMMITTEES AND RESPONSIBILITIES

Elected Member of University of Pittsburgh Senate Council, 1974-1977

Impartial Chairman of Grievance Panel for Staff Employees at the University of Pittsburgh, 1974 to 1980

University Review Board (member) 2005-2010

Member of Budget Committee for University Center for International Studies 2005- 2007

Member of FLAS (Foreign Language and Area Studies) Committee, Center for Latin American Studies

Provost's Area Planning and budgeting Committee 2012

Faculty Representative on the University of Pittsburgh Board of Trustees Audit Committee 2012-2013; 2013-2014, 2014-2015, 2015-2016

Member of the Strategic Planning Committee for the Center for Latin American Studies, 2017

CURRENT RESEARCH INTERESTS AND PROJECTS

The Managerial Foundations of Human Resource Planning

Issues in Effective Cross Cultural Management

The Concept of Human Resource Strategy

Organized Labor and the Issue of Immigration

The Church and American Unions

Big Data in Human Resource Strategy

Organized Labor in the "Shared Economy"

Union Organizing: New Opportunities and Challenges