

January, 2023

## **F. DAVID SCHOORMAN**

### **WORK**

Krannert Graduate School of Management  
Purdue University  
West Lafayette, IN 47907-1310  
Phone: (765) 494-4391

### **HOME**

4312 Black Forest Lane  
West Lafayette, IN 47906  
*schoor@purdue.edu*

### **Present Position: Purdue University**

- 1999-present          Professor of Organizational Behavior and Human Resource Management,  
Krannert Graduate School of Management, Purdue University.
- 2011-2022          Associate Dean for Executive Education  
Krannert School of Management
- 2015-2022          Associate Dean for Global Programs  
Krannert School of Management

### **Previous Appointments: Purdue University**

- 2006-2012          Dean, GISMA Business School, Hannover, Germany
- 1992-2007          Area Coordinator, Organizational Behavior and Human Resource  
Management.
- 1992-1999          Associate Professor of Organizational Behavior and Human Resource  
Management, Krannert Graduate School of Management, Purdue  
University.
- 1993-1999          Director, M. S. program in Human Resource Management
- 1986-1992          Assistant Professor of Organizational Behavior and Human Resource  
Management, Krannert Graduate School of Management, Purdue  
University.
- 1987-1989  
1995                  Coordinator, Ph.D. program in Organizational Behavior and  
Human Resource Management.
- 1987-1997          Director, Behavioral Science Laboratories, Krannert Graduate School of  
Management.

### **Previous Appointments: University of Maryland**

- 1980-1986          Assistant Professor of Psychology, Department of Psychology, University  
of Maryland.

- 1985-1986 Acting Head, Ph.D. program in Industrial-Organizational Psychology, University of Maryland.
- 1983-1986 Director, Teaching Evaluation Program, Division of Behavioral and Social Sciences, University of Maryland.

**Previous Appointments: Carnegie-Mellon University**

- 1979-1980 Lecturer, MSIA (Masters) program at the Graduate School of Industrial Administration, Carnegie-Mellon University. Taught required courses in OB and OT.
- 1978-1979 Instructor, Administration and Management Sciences program, Carnegie-Mellon University. Taught courses in OB and OT.

**EDUCATION**

- 1983 Ph.D. in Industrial Administration, **Carnegie-Mellon University**
- 1978 M.S. in Organizational Behavior, **Carnegie-Mellon University**
- 1976 B.A. in Psychology, **Butler University**  
Graduated Summa Cum Laude with Highest Honors in Psychology  
Phi Kappa Phi – National Honor Society

**Career Awards and Recognition**

- 2007 Received Academy of Management’s **Distinguished Educator** Award  
**“In recognition of his significant contribution to the field of management”**

**Research Awards**

- 2006 Award for Most Influential Paper in the Second Decade of Academy of Management Review.
- 2004 Most Influential Paper Award, for papers published between 1995 and 1999. Awarded by the Conflict Management Division of the Academy of Management for:  
Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. Academy of Management Review, 20 (3), 709-734.

**Service Awards**

- 2003 Recipient of Purdue University **Focus Award** for Faculty member for contribution to Disability Awareness and Diversity

## RESEARCH

**Research Impact:** Current research citation count (Web of Science) is **14,051**. H=19.

### Research Publications

Chakravarty, S., Kar, W. & Schoorman, F. D. (2023). Building trust as a strategic tool in microloans: A field study in Bangladesh. Journal of Business Venturing, *Under Review*

Calic, G., Schoorman, F. D., Sharma, K. (2023) Impact of Science Teams: A Needs-Resource Model for Scientific and Practical Impact. Organization Science, *Under review*

Ballinger, G. A., Schoorman, F. D., & Sharma, K. (2023). What we do while we are waiting: The experience of vulnerability in trusting relationships. Academy of Management Review, *Under review, R&R*

Sharma, K., Schoorman, F. D., Ballinger, G. A. (2023) How can it be made right again? A review of trust repair research. Journal of Management, 49(1), 363-399.

Schieman, S. J., Muehlberger, C., Schoorman, F.D. and Jonas, E. (2019). Trust me: I am a caring coach: The benefits of establishing trustworthiness during coaching by communicating benevolence. Journal of Trust Research, 9:2, 164-184.

Schoorman, F.D., Mayer, R.C. and Davis, J. H. (2016) Empowerment in veterinary clinics: The role of trust in delegation. Journal of Trust Research 6(1), 76-90.

Schoorman, F. D., Wood, M. M. & Breuer, C. (2015). Would trust by any other name smell as sweet? Reflections on the meanings and uses of trust across disciplines and contexts In B. Bornstein and A. Tomkins (Eds.). Nebraska Symposium on Motivation: Vol. 62. Motivating Cooperation and Compliance with Authority: The Role of Institutional Trust (pp. ). Berlin: Springer.

Fleig-Palmer, M. M. & Schoorman, F. D. (2011) "Trust as a Moderator of the Relationship between Mentoring and Knowledge Transfer", Journal of Leadership and Organizational Studies, 18(3), 334-343.

Ballinger, G. A., Lehman, D. W. & Schoorman, F. D. (2010) "Leader-member exchange and turnover before and after succession events". Organizational Behavior and Human Decision Processes, 113, 25-36.

Ballinger, G. A., Schoorman, F. D., & Lehman, D. W. (2009) "Will you trust your new boss? The role of affective reactions to leadership succession". Leadership Quarterly, 20, 219-232.

Schoorman, F. D. & Mayer, R. C. (2008) "The value of common perspectives in self-appraisals: You get what you ask for". Organizational Research Methods, 11 (1), 148-159.

- Schoorman, F. D., Mayer, R. C. & Davis, J. H. (2007) "An integrative model of organizational trust: Past, present and future". Academy of Management Review, 32 (2), 344-354.
- Ballinger, G. A., & Schoorman, F. D. (2007) "Individual reactions to leadership succession in work groups. Academy of Management Review 32 (1), 118-136.
- Holahan, P. J., Aronson, Z., Jurkat, M. P. & Schoorman, F. D. (2004). Implementing computer technology: A multi-organizational test of Klein and Sorra's model. Journal of Engineering Technology Management. 21 (1-2), 31-50.
- Davis, J. H., Schoorman, F. D., Mayer, R. C. & Tan, H. H. (2000) The trusted general manager and business unit performance: Empirical evidence of a competitive advantage. Strategic Management Journal, 21, 563-576.
- Brower, H. H., Schoorman, F. D., & Tan, H. H. (2000). A model of relational leadership: The integration of trust and leader-member exchange. Leadership Quarterly, 11 (2), 227-250.
- Palmer, D. K., & Schoorman, F. D. (1999). Unpackaging the multiple aspects of time in polychronicity. Journal of Managerial Psychology, 14(3/4), 323-344.
- Mayer, R. C. & Schoorman, F. D. (1998). Differentiating antecedents of organizational commitment: A test of March and Simon's model. Journal of Organizational Behavior. 19, 15-28.
- Cooper, A. C., Ramachandran, M., & Schoorman, F. D. (1997). Time allocation patterns of craftsmen and administrative entrepreneurs: Implications for financial performance. Entrepreneurship Theory and Practice, 22(2), 123-136.
- Davis, J. H., Schoorman, F. D. & Donaldson, L. (1997). The distinctiveness of agency theory and stewardship theory. Academy of Management Review , 22, (3), 611-613.
- Davis, J. H., Schoorman, F. D. & Donaldson, L. (1997). Towards a stewardship theory of management. Academy of Management Review, 22, 1-29.
- Schoorman, F. D. & Holahan, P. H. (1996). Psychological antecedents of escalation behavior: Effects of choice, responsibility, and decision consequences. Journal of Applied Psychology, 81(6), 786-794.
- Cooper, A. C., Ramachandran, M., & Schoorman, F. D. (1996). Entrepreneurial time allocation: Antecedents and implications. Frontiers of Entrepreneurial Research: 1996, 169-181.
- Schoorman, F. D. , Mayer, R. C., & Davis, J. H. (1996). Organizational trust: Philosophical perspectives and conceptual definitions. Academy of Management Review, 21, 337-340.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. Academy of Management Review, 20 (3), 709-734.

- Wong, C. S., & Schoorman, F. D. (1994). Effects of irrelevant information on performance appraisals: An exploratory experiment of American and Hong Kong business majors. Chinese Journal of Psychology, 36 (2), 107-119.
- Schoorman, F. D., Mayer, R. C., Douglas, C. A., & Hetrick, C. T. (1994). Escalation of commitment and the framing effect: An empirical investigation. Journal of Applied Social Psychology, 24, 6, 509-528.
- Schoorman, F. D., & Champagne, M. V. (1994). Managers as informal third parties: The impact of supervisor-subordinate relationships on interventions. The Employee Rights and Responsibilities Journal, 9, 1, 73-84.
- McCarthy, A. M., Schoorman, F. D. & Cooper, A. C. (1993). Reinvestment decisions by entrepreneurs: Rational decision making or escalation of commitment? Journal of Business Venturing, 8, 1, 9-24.
- Mayer, R. C., & Schoorman, F. D. (1992). Predicting participation and production outcomes through a two-dimensional model of organizational commitment. Academy of Management Journal, 35(3), 671-684.
- Schoorman, F.D., Bobko, P., & Rentsch, J. (1991). The Role of Theory in Testing Ordinal Interactions: An Example from the Research on Escalation of Commitment. Journal of Applied Social Psychology, 21, 1338-1355.
- Schoorman, F.D. (1988). Escalation Bias in Performance Appraisals: An Unintended Consequence of Supervisor Participation in Hiring Decisions. Journal of Applied Psychology, 73, (1), 58-62.
- Schoorman, F.D. & Schneider, B. (Eds.) (1988). Facilitating work effectiveness. Lexington, MA: Lexington Books.
- Schoorman, F.D. & Schneider, B. (1988). Grappling with work facilitation: An evolving approach to understanding unit effectiveness. In F.D. Schoorman and B. Schneider (Eds.) Facilitating work effectiveness. Lexington, MA: Lexington Books.
- Moeller, A., Schneider, B., Schoorman, F.D. & Berney, E. (1988). Operationalization of the work facilitation diagnostic: Development, reliability and validity. In F.D. Schoorman and B. Schneider (Eds.) Facilitating work effectiveness. Lexington, MA: Lexington Books.
- Schoorman, F.D., Schechter, D., Moeller, A., & Schneider, B. (1988). Facilitating work effectiveness through leadership and management. In F.D. Schoorman and B. Schneider (Eds.) Facilitating work effectiveness. Lexington, MA: Lexington Books.
- Schoorman, F.D. & Schneider, B. (1988). An integration and overview of the research on work facilitation. In F.D. Schoorman and B. Schneider (Eds.) Facilitating work effectiveness. Lexington, MA: Lexington Books.

- Schoorman, F.D. (1985). Publishing in the organizational sciences: The dilemma of values. In L.L. Cummings and P.J. Frost (Eds.) Publishing in the organizational sciences. Homewood, IL: Richard D. Irwin.
- Goodman, P.S., Atkin, R.S., & Schoorman, F.D. (1983). On the demise of organizational effectiveness studies. In K. Cameron and D.A. Whetton (Eds.) Organizational effectiveness: A comparison of multiple models.
- Bazerman, M.H. & Schoorman, F.D. (1983). A limited rationality model of interlocking directorates. Academy of Management Review, 8 (2), 206-217.
- Bazerman, M.H., Beekun, R.I. & Schoorman, F.D. (1982). Performance evaluation in a dynamic context: A laboratory study of the impact of prior commitment to the ratee. Journal of Applied Psychology, 67 (6), 873-876.
- Schoorman, F.D., Bazerman, M.H. & Atkin, R.S. (1981). Interlocking directorates: A strategy for reducing environmental uncertainty. Academy of Management Review, 6 (2), 243-251.

### Research Presentations

- Ballinger, G. A., Lehman, D. W., & Schoorman, F. D. (2006) "Leader-member exchange and turnover before and after succession events". Paper presented at the Annual Meetings of the Academy of Management, Atlanta, GA.
- Ballinger, G.A. & Schoorman, F.D. (August, 2005). Cognitive appraisal and affective reactions to succession events and trust judgments in new leaders. Paper presented before the 65<sup>th</sup> Annual Meeting of the Academy of Management, Honolulu, HI.
- Ballinger, G.A., Lehman, D.W. & Schoorman, F.D. (August, 2005). The role of mood and target-specific information in the formation of trust judgments in work groups. Paper presented before the 65<sup>th</sup> Annual Meeting of the Academy of Management, Honolulu, HI.
- Schoorman, F. D. "Integrating Trust Perspectives: Foundations for a Revised Model of Organizational Trust" at Academy of Management Conference, Denver, CO. 2002
- Holahan, P. J., Aronson, Z., & Schoorman, F. D. Implementing computer technology: A field test and extension of Klein and Sorra's model. Presented at the Academy of Management Conference, Denver, CO. 2002
- Brower, H. H., Schoorman, F. D. & Daily, C. (2000) The Emperor's New Clothes: A Model Of Decision Making In The Boardroom. Presented at the Academy of Management Annual Meeting, Toronto, Canada.
- Brower, H. H., Schoorman, F. D. & Tan, H. H. (1998). Reinterpreting dyadic leadership from a trust perspective: Leader-member exchange as a domain specific model of trusting behavior. Paper presented at the annual meetings of the Academy of Management, San Diego, CA.

- Palmer, D. K., & Schoorman, F. D. (1997). A reconceptualization of polychronicity as harmonic temporality. Paper presented at the annual meeting of the Academy of Management, Boston, MA.
- Tan, H. H., & Schoorman, F. D. (1997). The contingent workforce: A typology and test. Paper presented at the annual meeting of the Academy of Management, Boston, MA.
- Schoorman, F. D., Tan, H. H. & Davis, J. H., (1996). Gaining strategic flexibility through a contingent workforce. Strategic Management Society Annual Meeting, Phoenix, Arizona, November.
- Schoorman, F. D., Mayer, R. C., and Davis, J. H. (1996). Empowerment in veterinary clinics: The role of trust in delegation. Society for Industrial-Organizational Psychology, San Diego, CA
- Cooper, A. C., Ramachandran, M., & Schoorman, F. D. (1996). Entrepreneurial time allocation: Antecedents and implications. Paper presented at the Babson Entrepreneurship Research Conference, Seattle WA.
- Davis, J. H., Mayer, R. C., & Schoorman, F. D. (1995). The trusted general manager and firm performance: A strategic advantage. Strategic Management Society Annual Meeting, Mexico City, Mexico.
- Mayer, R. C., & Schoorman, F. D. (1994). Differentiating the antecedents of value and continuance commitment based on March and Simon's model. Presented at the Annual Meetings of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Markham, S. K., & Schoorman, F. D. (1993). A test for preferences between equity and equality norms. Presented at the Annual Meetings of the Academy of Management, 1993.

### Research Grants

- |           |   |
|-----------|---|
| 2013-2016 | FA9550-13-1-10018. "Cross-Cultural Investigation of Organizational Trust" Three-year research grant funded by the Air Force Office of Scientific Research. Co-Principal Investigators Roger C. Mayer, F. David Schoorman and Hwee Hoon Tan. Amount of award \$1.28 m. |
| 1993      | Global Initiative Grant. Curriculum development Grant to add International Component to course work in Organizational Behavior and Human Resource Management. \$2,500.  |
| 1983-1986 | Management and Work Facilitation: An approach to productivity. Organizational Effectiveness Research Program, Psychological Sciences Division, Office of Naval Research, Funded \$301,183. (Co-Principal Investigator with B. Schneider.)                             |
| 1980-1981 | The Role of the Department Head as a Determinant of University Effectiveness. Buhl Foundation, Funded \$26,500.   |

1978-1979                      Organizational Effectiveness in a University Setting: Development of Indicators and Feasibility Evaluation. Ford Motor Company. Funded \$4,000.

### **Editorial Roles**

1998-2001                      Associate Editor, Journal of Organizational Behavior

### **Reviewer**

Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Organizational Behavior and Human Decision Processes, Journal of Personality and Social Psychology Bulletin, Journal of Applied Social Psychology, Journal of Organizational Behavior, Decision Sciences, Human Relations, Management Science, Journal of Occupational Behavior.

### **Executive Education**

#### Krannert Executive Education Programs

Served as faculty member in each of the following programs. Topics included Individual and Group Decision Making, Group Processes, Leadership, Motivation, and Negotiation.

Diversity in Leadership Programs 2021- present

Executive Master of Business Administration (EMS/EMBA) programs - 1990 - present.

International Masters in Management (IMM) program 1999 – present

International Executive Masters (IMaC) program 1993-1998

A.T. & T./Lucent Executive Master of Science program, 1993 - 1998.

VMI/ Veterinary Practice Management Program, 1990 – present

General Electric – Women in Operations Program, April, November, 2016

Kiewit 2015-present

Pfizer Animal Health, June, 2008

Bowen Engineering. October, 2003 - 2005

Owens-Brockway, Technical Training and Development Program, 1994 - 1998

Executive Management Certificate Program - 2001

Engineering/ Management Program - April 1989 – May 2007.

Pioneer Institute I through VI. Executive Programs, 1987 - 1995.

National Wholesale Druggists Association/ Merck, Executive Development Program - February, August, 1994

Agribusiness/ Management Program - January, 1989

Indiana Farm Bureau Cooperative Association - AED II & III.  
March, 1988 - November 1988

R. R. Donnelly and Sons, Inc. - Executive Seminar, September, 1988  
Purdue Institute - Purdue Management Personnel, October, 1988

**GISMA Executive Education Programs**

Sennheiser Senior Executive Training, 2002-2015  
Schueco, 2007-2008  
Koerber AG, 2005- 2007  
Volkswagen, Auto-Uni, April and November, 04  
Campina (TIAS) June, 2002  
Management Forum (GISMA)

**Doctoral Dissertations Chaired**

Bodian, L. H. "Career Instrumentality of Degree Completion as a Factor in Doctoral Student Attrition". University of Maryland, Ph.D. awarded May, 1987.

Kluge, N. A. "Correlates of Commitment and Intention to Quit for Part-Timers and Full-Timers". University of Maryland, Ph.D. awarded May, 1987.

Mayer, R. C. "Understanding Employee Motivation Through Organizational Commitment". Purdue University, Ph.D. awarded May, 1989.

Holahan, P. J. "The Determinants of Work Group Effectiveness". Purdue University, Ph.D. awarded January, 1992.

Douglas, C. A. "An Examination of Empowerment Processes in Organizational Settings". Purdue University, Ph.D. awarded August, 1994.

Tan, H. H. "A Typology of Contingent Workers". Purdue University, Ph.D. awarded December, 1996.

Palmer, D. K. "Harmonic Temporality: An Investigation of the Dimensionality of Polychronicity and its Implications for Individuals and Organizations". Purdue University, Ph.D. awarded August, 1997.

Brower, H. H. "The Emperor's New Clothes: A Model Of Decision Making In The Boardroom". Purdue University, Ph.D. awarded May, 2000.

Ballinger, G. A. "The Impact of Leadership Succession on Individuals in Work Groups". Purdue University, Ph.D. awarded August, 2004

Taylor, David L. "Governance Philosophy at The Relational Level: Putting Stewardship Into Action". Purdue University. Ph.D. August 2012

Calic, Goran. "Creativity in Administrative Organizations". Purdue University. Ph.D. May, 2016

Sharma, Kinshuk. "Can You Put Humpty Together Again?: Multiple Pathways to Repair Trust". Purdue University, Ph.D. May 2022

**Teaching Interests, Experience**

Interested in teaching topics in organizational behavior, organizational theory and research methods at both graduate and undergraduate levels. Experience includes teaching a wide range of topics from Human Resources to Organizational Effectiveness. Experience includes teaching undergraduates, MBA's and doctoral students. Have directed theses at the undergraduate Honors, Masters and Doctoral levels. Excellent teaching evaluations at all levels.

**Teaching Awards**

- |                  |   |
|------------------|---|
| 1983, 1986       | Twice nominated by Department of Psychology, University of Maryland, for Division-wide Outstanding Teacher Award. |
| 1987, 1988, 1989 | "Honorable Mention" in Salgo-Noren Outstanding Teaching Award competition.  |
| 1990, 1992       | Krannert Graduate Student Association, Most Effective Teacher Award.  |
| 2004             | Outstanding Elective Teacher at GISMA   |

**Professional Memberships: Academy of Management**