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F. DAVID SCHOORMAN

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Academic Appointments: Purdue University

1999-present	Professor of Organizational Behavior and Human Resource Management, Mitchell E. Daniels, Jr. School of Business (Previously Krannert Graduate School of Management), Purdue University.

Previous Appointments: Purdue University

1992-1999	Associate Professor of Organizational Behavior and Human Resource Management, Krannert Graduate School of Management, Purdue University.
1986-1992	Assistant Professor of Organizational Behavior and Human Resource Management, Krannert Graduate School of Management, Purdue University.

Administrative Appointments: Purdue University

2022 – 2025	Coordinator, Ph.D. program in Organizational Behavior and Human Resource Management.
2011-2022	Associate Dean for Executive Education Krannert School of Management
2015-2022	Associate Dean for Global Programs Krannert School of Management
2006-2012	Dean, GISMA Business School, Hannover, Germany
1992-2007	Area Coordinator, Organizational Behavior and Human Resource Management.
1993-1999	Director, M. S. program in Human Resource Management
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

2019	Inaugural faculty recipient of the ***"Outstanding Leadership in Globalization Award"*** at Purdue University
2003	Recipient of Purdue University ***Focus Award*** for Faculty member for contribution to Disability Awareness and Diversity

RESEARCH

Research Impact: Current research citation count on Web of Science is **26,433.** H=22. Google Scholar **66,479**

Research Publications

Ballinger, G. A., Schoorman, F. D., Sharma, K. 2026. Grabbing the Wheel: Information Availability and Shared Responsibility in Decisions to Control in Trust Relationships. In L. Cardinal, M. Kreutzer, & C. Miller (Eds.), *Research Handbook on Organizational Control*. Edward Elgar. https://doi.org/10.4337/9781035320141

Schoorman, F. D., Ballinger, G. A., Sharma, K. (2026, forthcoming). Vulnerability as an Intrapersonal Experience. In L. van der Werff, J. Hamm, & S. Schafheitle (Eds.), *Trust Encyclopedia.* Edward Elgar.

Ballinger, G. A., Schoorman, F. D., Sharma, K. 2025. What We Do While Waiting: The Experience of Vulnerability in Trusting Relationships. *Academy of Management Review*, 50(4): 768-787. https://doi.org/10.5465/amr.2022.0080

Tan, H. H., Schoorman, F. D., Sharma, K., Mayer, R.C. 2025. Towards a Psychologically Sound and Culturally Invariant Measure of Propensity to Trust. *Journal of Business and Psychology.* 40(5): 1135-1151. https://doi.org/10.1007/s10869-025-10006-x

- ➲ Received the 2025 '*Editor Commendation*' recognition from the Journal of Business and Psychology

Schoorman, F. D., Ballinger, G. A., Sharma, K. 2025. The Big Circle (Conceptual Space) of Vulnerability. *Journal of Trust Research.* 15(1): 115-121. https://doi.org/10.1080/21515581.2025.2460186

Sharma, K., Schoorman, F. D., Ballinger, G. A. 2023. How Can It Be Made Right Again? A Review of Trust Repair Literature. *Journal of Management,* 49(1): 363-399. https://doi.org/10.1177/01492063221089897

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., Schecter, 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.

Selected Research Presentations

Sharma, K., Tan, H. H., Schoorman, F. D. (2023). Gender Differences in Sensitivity to Trustworthiness Cues. Presented at the 12th FINT Workshop on Trust Within and Between Organizations, Helsinki, Finland

Sharma, K., Schoorman, F. D. (2020). Repair of Organizational Trust after Stable Betrayal. Presented at the 2020 Academy of Management Annual Meeting (Online), Vancouver, Canada

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 65th 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 65th Annual Meeting of the Academy of Management, Honolulu, HI.

Schoorman, F. D. "Integrating Trust Perspectives: Foundations for a Revised Model of Organizational Trust" Presented at the 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 Trust Research, 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.

Karolinska Institute, Stockholm, 2017-2024

European Society for Laboratory Animal Veterinarians, 2016-present

Diversity in Leadership Programs 2021- 2023

Executive Master of Business Administration (EMS/EMBA) programs - 1990 - 2023.

International Masters in Management (IMM) program 1999 – 2022

International Executive Masters (IMaC) program 1993-1998

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

VMI/ Veterinary Practice Management Program, 1990 – 2021

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

Kiewit 2015-2022

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, executives 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