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PROFESSIONAL

Education

- 1972 Ph.D., University of Illinois - Labor and Industrial Relations
Area of Specialization: Organizational Behavior
Major Discipline: Psychology
- 1970 M.A., University of Illinois - Labor and Industrial Relations
Area of Specialization: Organizational Behavior
Major Discipline: Psychology
- 1968 B.S., (Cum Laude) - St. Joseph's University
Major: Psychology

Experience

- 1973-
present Professor of Organization
Associate Professor of Organization
Assistant Professor of Organization
School of Management, State University of New York at Buffalo
- 1972-
1973 Visiting Assistant Professor of Management
Baruch College, City University of New York
- 1968-
1972 Research Fellow, Research Associate, Research Assistant
University of Illinois

Member of Editorial Review Boards of

Academy of Management Review (1991-1993)
Group and Organization Studies (Board Member, 1990-present;
Associate Editor, 1998-2001)
Leadership Quarterly (1990-present)
Journal of Leadership and Organizational Studies (2001-present)

Affiliations

Fellow of the American Psychological Association.
Fellow of the American Psychological Society.
Fellow of the Society of Industrial/Organizational Psychology
Member of the Academy of Management.

RESEARCH

My programmatic and collaborative research is summarized below in six-year planning intervals. Dansereau (1995), A Dyadic Approach to Leadership, in Leadership Quarterly, 6: 479-490, provides details about these intervals. Asterisks below indicate two key articles in each interval. The final part of this section provides references for published critiques of my research and published responses to them. (J) indicates journal publication, (BC) indicates book chapter, (B) indicates book, (P) indicates proceeding publication, (M) indicates manual, and (SI) indicates special issue.

1972-77 Allowing for More Than The Traditional View

Graen, G., Dansereau, F., and Minami, T. (1972). An Empirical Test of the Man in the Middle Hypothesis Among Executives in a Hierarchical Organization Employing a Unit-Set Analysis, Organizational Behavior and Human Performance, 8: 262-85. (J)

Graen, G., Dansereau, F., and Minami, T. (1972). Dysfunctional Leadership Styles, Organizational Behavior and Human Performance, 7: 216-36. (J)

Dansereau, F., Graen, G., and Cashman, J. (1973). Instrumentality and Equity Theory as Complementary Approaches in Predicting the Relationship of Leadership and Turnover Among Managers, Organizational Behavior and Human Performance, 10: 184-200. (J)

Graen, G., Dansereau, F., Minami, T., and Cashman, J. (1973). Leadership Behavior as Cues to Performance Evaluation, Academy of Management Journal, 16: 611-23. (J)

Dansereau, F., Cashman, J., and Graen, G. (1974). Expectancy as a Moderator of the Relationship Between Job Attitudes and Turnover, Journal of Applied Psychology, 59: 228-29. (J)

Haga, W., Graen, G., and Dansereau, F. (1974). Professionalism and Role Making In a Service Organization: A Longitudinal Investigation, American Sociological Review, 39: 122-33. (J)

Dansereau, F., (1975). Measuring Managerial Role Behavior, Proceedings of the Academy of Management, 188-90. (P)

*Dansereau, F., Graen, G., and Haga, W. (1975). A Vertical Dyadic Linkage Approach to Leadership Within Formal Organizations: A Longitudinal Investigation of the Role Making Process, Organizational Behavior and Human Performance, 13: 46-70. (J)
Reprinted in Allen, R., Porter, L. (Eds.) Organizational Influence Processes, Glenview, IL: Scott, Foresman and Company, 181-207. (1983) (BC)

Cashman, J., Dansereau, F., Graen, G., and Haga, G. (1976). Organizational Understructures and Interunit Differentiation: A Longitudinal Investigation of the Role Making Process, Organizational Behavior and Human Performance, 15: 278-96. (J)

*Dansereau, F., and Dumas, M. (1977). Pratfalls and Pitfalls in Drawing Inferences About Leader Behavior in Organizations, paper presented at Fourth Southern Illinois University Leadership Symposium, reprinted in Hunt, J., and Larson, L., Leadership: The Cutting Edge, Carbondale, Illinois: Southern University, 68-83. (BC)

1978-1983 Development of the Vertical Dyad Linkage Approach

Dansereau, F., Alutto, J. A., and Markham, S. E. (1978). An Initial Investigation into the Suitability of Absenteeism Rates as Measures of Performance, in Bryant, D. and Niehaus, R., Manpower and Organizational Design, New York: Plenum Press, 721-31. (BC)

Markham, S., Dansereau, F., and Alutto, J. (1979). The Fundamental Problems of Leadership Research, Proceedings of the 22nd Annual Conference of the Midwest Academy of Management, 404-12. (P)

- Nachman, S., Dansereau, F., and Naughton, T. J. (1980). Multiple Hypothesis Testing in Leadership Research: An Application of Cross Lagged Correlation Analysis and Within and Between Analysis, Proceedings of the Eastern Academy of Management, 117-23. (P)
- Yammarino, F. J., Dansereau, F., Alutto, J. A., and Markham, S. E. (1980). Leadership Models of Performance Evaluation Decisions, Proceedings of the American Institute for Decision Sciences, 259-60. (P)
- Yammarino, F. J., Dansereau, F., Markham, S. E., and Alutto, J. A. (1980). Alternative Role and Instrumentality Perception Models of Participation in Decision Making: An Application of Within and Between Analysis, Proceedings of the Eastern Academy of Management, 33-38. (P)
- Yammarino, F. J., Dansereau, F., Markham, S. E., and Alutto, J. A. (1980). Subordinate-Superior Communication Networks: An Application of Within and Between Analysis, Proceedings of the National Academy of Management, 193-197. (P)
- *Dansereau, F., Alutto, J. A., Markham, S. E., and Dumas, M. (1981). Multiplexed Supervision and Leadership: An Application of Within and Between Analysis, in Hunt, J., Schriesheim, C., and Sekaran, U., (ed.), Leadership: Beyond Establishment Views, Carbondale, Illinois: Southern Illinois University Press, 81-103. (BC)
- *Dansereau, F., Alutto, J. A., Markham, S. E., and Dumas, M. (1981). A Multiplexed Response to Bass and Morely, In Hunt, J., Schriesheim, C., and Sekaran, U. (Eds.). Leadership: Beyond Establishment Views, Carbondale, Illinois: Southern Illinois University Press, 157- 58. (BC)
- Dansereau, F., Markham, S. E., Nachman, S., Naughton, T. J., and Yammarino, F. J. (1981). Untangling Levels of Analysis: A Within and Between Analysis Symposium, Proceedings of the Eastern Academy of Management, 171-173. (P)
- Markham, S. E., Dansereau, F., and Alutto, J. (1981). An Empirical Examination of the Pay for Performance Dilemma, Proceedings of the Eastern Academy of Management, 189-93. (P)
- Markham, S. E., Dansereau, F., Alutto, J. (1982). Female Versus Male Absence Rates: A Temporal Analysis, Personnel Psychology, 1982, 371-82. (J)
- Markham, S. E., Dansereau, F., and Alutto, J. A. (1982). Group Size and Absenteeism Rates: A Longitudinal Analysis, Academy of Management Journal, 25, 921-27. (J)

Markham, S. E., Dansereau, F., and Alutto, J. (1982). On the Use of Shift as an Independent Variable in Absenteeism Research, Journal of Occupational Psychology, 55, 225-31. (J)

Naughton, T., Dansereau, F., Nachman, S., and Newman, J. (1982). Leader Behavior Ratings: An Empirical Assessment of "Real" vs Perceived Leadership Effects, Proceedings of the National American Institute for Decision Sciences, 447-49. (P)

Markham, S., Dansereau, F., and Alutto, J. (1983). Absenteeism Rates as Measures in Organizational Experiments: Hidden Cyclical and Structural Variations, Review of Business and Economic Research, 21-31. (J)

Markham, S. E., Dansereau, F., Alutto, J., and Dumas, M. (1983). Leadership Convergence: An Application of Within and Between Analysis to Validity, Applied Psychological Measurement, 63-72. (J)

*Nachman, S., Dansereau, F., and Naughton, T. (1983). Negotiating Latitude: A Within and Between Group Analysis of a Key Construct in the Vertical Dyad Linkage Theory of Leadership, Psychological Reports, 53, 171-77. (J)

Naughton, T., Dansereau, F., Nachman, S., and Newman, J. (1983). Measuring Role Behavior: A Within and Between Analysis of the Role Activity Index, Proceedings of the Eastern Academy of Management, 28-31. (P)

Naughton, T., Dansereau, F., Newman, J., Nachman, S. (1983). An Empirical Test of Two Views of the Organizational Entry Process. Proceedings of the National American Institute or Decision Sciences, 98-101. (P)

1984-1989 Development of the Individualized Approach to Leadership

*Dansereau, F., Alutto, J., and Yammarino, F. (1984). Theory Testing in Organizational Behavior: The Variet Approach, Englewood Cliffs, NJ: Prentice-Hall. (B)

Dansereau, F., Alutto, J., and Yammarino, F. (1984). Theory Testing in Organizational Behavior: The Variet Approach: Instructor's Manual, Englewood Cliffs, NJ: Prentice-Hall. (M)

Nachman, S., Dansereau, F., and Naughton, T. (1985). Levels of Analysis and the Vertical Dyad Linkage Approach to Leadership, Psychological Reports, 57: 661-62. (J)

*Dansereau, F., Chandrasekaran, G., Dumas, M., Coleman, D., Ehrlich, S., Bagchi, D. (1986). DETECT = Data Enquiry that Tests Entity and Correlational/Causal Theories: Application and User's Guide, Williamsville, NY.: The Institute for Theory Testing. (B)

Dansereau, F., Chandrasekaran, G., Dumas, M., Coleman, D., Ehrlich, S., Bagchi, D. (1986). DETECT = Data Enquiry that Tests Entity and Correlational/Causal Theories: Programmer's Guide, Williamsville, NY: The Institute for Theory Testing. (M)

Dansereau, F., and Markham, S. (1987). Superior-Subordinate Communication: Multiple Levels of Analysis. In Porter, L., Roberts, K., Jablin, F., Putnam, L. (Eds.). Handbook of Organizational Communication (pp. 343-388). Beverly Hills, California: Sage. (BC)

Dansereau, F., and Markham, S. (1987). Levels of Analysis in Personnel and Human Resources Management. In K. Rowland and J. Ferris (Eds.). Research in Personnel and Human Resources Management (pp. 35-84). Greenwich, Connecticut: JAI Press. (BC) Reprinted in Theoretical and Methodological Issues in Personnel and Human Resources Research. Greenwich, Connecticut: JAI Press. (BC)

Dansereau, F. (1989). A multiple-level-of-analysis perspective on the debate on individualism. American Psychologist, 44, 959-960. (J)

Dansereau, F. (1989). On the links in vertical communication chains. Management Communication Quarterly, 3, 128-131. (J)

1990-1995 Sources of Linkages in the Individualized Leadership Approach

Dansereau, F., and Alutto, J. (1990). Levels of Analysis Issues in Climate and Culture Research. In B. Schneider (Ed.) Climate and Culture (Frontiers of Industrial and Organizational Psychology Series). San Francisco, CA: Jossey-Bass. (BC)

Coleman, D. and Dansereau, F. (1990). An Exploration of Levels of Analysis and Job Characteristics: A multiple level study. Proceedings of the Administrative Sciences Association of Canada. (P)

Dansereau, F. (1991). A Book Review of Leadership: A New Synthesis, by James G. Hunt. Leadership Quarterly, 3, 234-236. (J)

Klein, K., Dansereau, F., and Hall, R. (1994). Levels Issues in Theory Development, Data Collection, and Analysis. Academy of Management Review, 19, 195-229. (J)

Klein, K., Dansereau, F., and Hall, R. (1995). On the Level: Homogeneity, Independence, Heterogeneity, and Interactions in Organizations. Academy of Management Review, 20, 7-9. (J)

Keller, T. and Dansereau, F. (1995). Leadership and Empowerment: A Social Exchange Perspective. Human Relations, 48, 127-146. (J)

Dansereau, F., Yammarino, F., and Markham S. (1995). Leadership: The Multiple Level Approaches. Leadership Quarterly, 6, 251-263. (J)

*Dansereau, F., Yammarino, F. J., Markham, S. E., Alutto, J. A., Newman, J., Dumas, M. Nachman, S., Naughton, T., Kim, K., Al-Kelabi, S., Lee, S., and Keller, T. (1995). Individualized Leadership: A New Multiple Level Approach. Leadership Quarterly, 6, 413-450. (J)

*Dansereau, F. (1995). A Dyadic Approach to Leadership: Creating and Nurturing this Approach Under Fire. Leadership Quarterly, 6, 479-490. (J)

Dansereau, F. (1995). Editor of Two Special Issues on Leadership: The Multiple-Level Approaches, Leadership Quarterly, 6, 2 & 3, 97-450. (SI/SI)

1996-2001 Comparisons and Extensions to Other Approaches

Lynch, B. D., R. P. Cerveney, L. Sanders, F. Krzystofiak, and F. Dansereau (1996). Modeling Information Technology Impacts in Clerical Work Environments. Journal of International Information Management, 5, 87-104. (J)

*Dansereau, F. and Yammarino, F. (Eds.) (1998). Leadership: The Multiple-Level Approaches (Volume A), Stamford, CT: JAI Press. (B)

*Dansereau, F. and Yammarino, F. (Eds.) (1998). Leadership: The Multiple-Level Approaches (Volume B), Stamford, CT: JAI Press. (B)

Dansereau, F. and Yammarino, F. (1998). Introduction and Overview. In Dansereau, F. and Yammarino, F. (Eds) Leadership: The Multiple Level Approaches (Volume A), Stamford, CT: JAI Press (pp. xxv-xliii). (BC)

Dansereau, F. and Yammarino, F. (1998). A Leadership Mosaic: One Way to Put The Pieces Together. In Dansereau, F. and Yammarino, F. (Eds) Leadership: The Multiple-Level Approaches (Volume B), Stamford, CT: JAI Press (pp. 327-349). (BC)

- Dansereau, F., Yammarino, F. J., Markham, S. E., Alutto, J. A., Newman, J., Dumas, M., Nachman, S., Naughton, T., Kim, K., Al-Kelabi, S., Lee, S., and Keller, T. (1998), Extensions of the Individualized Leadership Approach. In F. Dansereau and F. Yammarino (Eds.), Leadership: The Multiple-Level Approaches (Volume A), Stamford, CT: JAI Press (pp. 429-441). (BC)
- Dansereau, F., Yammarino, F., and Kohles, J. (1999). Multiple Levels of Analysis from a Longitudinal Perspective: Some Implications for Theory Building. Academy of Management Review, 24, 346-357. (J)
- *Dansereau, F. and Yammarino, F. (2000). Within and Between Analysis: The Variant Paradigm as an Underlying Approach to Theory Building and Testing. In K. Klein & S. Kozlowski (Eds.) Multilevel Theory, Research, and Methods in Organizations: Foundations, Extensions, and New Directions, San Francisco, CA: Jossey-Bass, Inc. (pp. 425-466). (BC)
- Klein, K., Bliese, P., Kozlowski, S., Dansereau, F., Gavin, M., Griffin, M., Hofmann, D., James, L., Yammarino, F., and Bligh, M. (2000). Multilevel Analytical Techniques: Commonalities, Differences, and Continuing Questions. In K. Klein & S. Kozlowski (Eds.) Multilevel Theory, Research, and Methods in Organizations: Foundations, Extensions, and New Directions, San Francisco, CA: Jossey-Bass, Inc. (pp. 512-556). (BC)
- Dansereau, F., and Yammarino, F. J. (2000). A Non-Hierarchical, Multiple-Level Model for Leadership Studies. In C. Outcalt, S. Faris, & K. McMahon (Eds.) Non-Hierarchical Leadership Programming in Action: Case Studies and Essays on Best Practices in Higher Education, West port CT: Greenwood Press Educators' Reference Collection (19-34). (BC)
- Mumford, M. D., Dansereau, F., and Yammarino, F. J. (2000). Followers, Motivations, and Levels of Analysis. The Case of Individualized Leadership. Leadership Quarterly 11, 313-340. (J).
- Yammarino, F. J., Dansereau, F., Kennedy, C. (2001). A Multiple-Level Multidimensional Approach to Leadership: Viewing Leadership Through an Elephant 's Eye. Organizational Dynamics. 29 , 149-163. (J)
- Keller, T. and Dansereau F. (2001). The effect of adding items to scales: An illustrative case of LMX. Organizational Research Methods. 4, 131-143. (J)

Integration of approaches (2002-2012)

*Yammarino, F. and Dansereau, F. (2002). The Many Faces of Multi-level Issues, Research in Multilevel Issues (Volume 1). Amsterdam: JAI Press / Elsevier (B)

Dansereau, F. and Yammarino, F. (2002). Introduction to the many faces of multi-level issues, In The Many Faces of Multi-level Issues, Research in Multilevel Issues Volume 1 pp. 13-19. Amsterdam: JAI Press / Elsevier (BC)

Kim, K. & Dansereau, F. (2002). Extending the concept of charismatic leadership: An illustration using Bass' (1990) categories. In Yammarino, F. & Avolio, F. (Eds.) Transformational and charismatic leadership (pp 143-172). Amsterdam: JAI Press / Elsevier Science (BC)

Yammarino, F. & Dansereau, F. (2002). Individualized leadership. Journal of Leadership and Organization Studies, 9, 90-99. (J)

*Dansereau, F. and Yammarino, F. (2003). Longitudinal Processes in Groups and Organizations. Group and Organization Management, 28 (SI).

Dansereau, F. and Yammarino, F. (2003). Introduction to Longitudinal Processes in Groups and Organizations. Group and Organization Management p. 312-314. (J).

*Dansereau, F. and Yammarino, F. (2003). Multi-level Issues in Organizational Behavior and Strategy, Research in Multilevel Issues (Volume 2). Amsterdam: JAI Press / Elsevier (B)

Yammarino, F. and Dansereau, F. (2003). Introduction to Multi-level Issues in Organizational Behavior and Strategy. In, Research in Multilevel Issues (Volume 2). Pp. 1-6 Amsterdam: JAI Press / Elsevier (BC)

*Yammarino, F. and Dansereau, F. (2004). Multi-level Issues in Organizational Behavior and Processes, Research in Multilevel Issues (Volume 3). Amsterdam: JAI Press / Elsevier (B)

Dansereau, F. and Yammarino, F. (2004). Introduction to Multi-level Issues in Organizational Behavior and Processes. In, Research in Multilevel Issues (Volume 3). Amsterdam: JAI Press / Elsevier (BC)

Kim, K., Dansereau, F., Kim, I., & Kunsan, K. (2004). A multi-level theory of leadership:

The impact of culture as a moderator. Journal of Leadership and Organization Studies, 11, 78-92 (J)

*Dansereau, F. and Yammarino, F. (2005). Multi-level Issues in Strategy and Methods. (Research in Multilevel Issues (Volume 4)). Amsterdam: JAI Press / Elsevier (B)

Yammarino, F. and Dansereau, F. (2005). Introduction to Multi-level Issues in Strategy and Methods. Research in Multilevel Issues (Volume 4). Amsterdam: JAI Press / Elsevier (BC)

Yammarino, F., Dionne, S., Chun, J. and Dansereau, F. (2005). Leadership and levels of analysis: A state-of-the-science review. Leadership Quarterly, 16, 879-919 (J)

*Yammarino, F. and Dansereau, F. (2006). Multi-level Issues in social systems. (Research in Multilevel Issues (Volume 5)). Amsterdam: JAI Press / Elsevier (B)

Dansereau, F. and Yammarino, F. (2006). Introduction to Multi-level Issues in social systems. Research in Multilevel Issues (Volume 5). Amsterdam: JAI Press / Elsevier (BC)

Dansereau, F., Cho, J. and Yammarino, F. (2006). Avoiding the fallacy of the wrong level: A within and between analysis (WABA) approach. Group and Organization Management . 31, 536-577. (J)

Dansereau, F. and Yammarino, F. (2006). Is more discussion about levels of analysis necessary? When is such discussion sufficient? Leadership Quarterly. 17, 537-552. (J)

* Dansereau, F and Yammarino, F. (2007). Multi-level issues in organizations and time. (Research in Multilevel Issues (Volume 6)). Amsterdam: JAI Press / Elsevier (B)

Yammarino, F and Dansereau, F. (2007). Introduction to Multi-level issues in organizations and time. (Research in Multilevel Issues (Volume 6)). Amsterdam: JAI Press / Elsevier (BC)

Yammarino, F. and Dansereau, F. (2008). Leadership and Multiple Level of Analysis. Leadership Quarterly, 19 (SI).

Yammarino, F. and Dansereau, F. (2008) Multi-level nature of and multi-level approaches to leadership. Leadership Quarterly, 19, 135-141. (J).

Yammarino, F and Dansereau, F. (2008). Introduction to Multi-level issues in creativity and innovation. In M. Mumford, S. Hunter, & E. Bedell-Avers. *Multti-level Issues in Creativity and Innovation. (Research in Multilevel Issues (Volume 8))*. Amsterdam: JAI Press / Elsevier (BC)

Yammarino, F., Dionne, S., Schriesheim, C. Dansereau, F. (2008). Authentic Leadership: A Meso, Multi-level Perspective. *Leadership Quarterly*, 19, 693-707. (J)

* Dansereau, F and Yammarino, F. (in press). Introduction to Multi-level issues in Leadership and Organizational Behavior. (Research in Multilevel Issues (Volume 8)). Oxford UK: Emerald Publishing Group (BC)

* Yammarino, F and Dansereau, F. (in press). Multi-level issues in Leadership and Organizational Behavior. (Research in Multilevel Issues (Volume 8)). Oxford UK: Emerald Publishing Group (B)

* Yammarino, F and Dansereau, F. (in press). A New Kind of Organizational Behavior. (Research in Multilevel Issues (Volume 8)). Oxford UK: Emerald Publishing Group (BC)

Cho, J. and Dansereau, F. (revise and resubmit). Are Transformational Leaders Fair? A Multi-Level Study of Transformational Leadership, Justice Perceptions, and Organizational Citizenship Behaviors. *Leadership Quarterly*. (J)

Yammarino, F and Dansereau, F. (in progress). Multi-Level Issues in Evolutionary Theory and Organizational Behavior

Dansereau F. (in progress). The Etiology of an Individualized Approach to Leadership.

Kim, K., Dansereau, F., Newman, J., S., and Naughton, T. (draft stage). The development of superior-subordinate interpersonal relationships over time. Presented at Academy of management national meeting 2004

Kim. K., Dansereau, F., Alutto, J., Markham, S., and Yammarino, F. (draft stage). Superior-subordinate relationships and subordinate transfers to other superiors: A longitudinal study. Presented at Academy of management national meeting 2004

Numerical Summary

Over 80 published articles, chapters, and reviews
10 scientific published books

- 2 published manuals
- 1 computer program
- 4 published special issues of journals

Key Reviews, Critiques of My Work and Various Responses

According to the Social Science Citation Index, there are over 1000 citations of my work. Here is a listing of some that may be of interest.

1. Published Book Reviews of Dansereau, Alutto & Yammarino (1984). Theory Testing in Organizational Behavior: The Variant Approach, Englewood Cliffs, NJ: Prentice-Hall by:
 - Hays, W. L. (1985). Contemporary Psychology, 30, 160-161.
 - House, R. J. (1987). Administrative Science Quarterly, 32, 459-464.
 - Payne, R. (1985). Journal of Occupational Psychology, 20, 259-260.

2. Published Book Review of Dansereau, F., Chandrasekaran, G., Dumas, M., Coleman, D., Ehrlich, S., & Bagchi, D. (1986). DETECT = Data Enquiry That Tests Entity and Correlational/Causal Theories: Application and User's Guide. Williamsville, NY: The Institute for Theory Testing.
 - Mandinach, E. (1987). A User's Manual for DETECT [Review of Data Enquiry That Tests Entity and Correlational/Causal Theories]. Contemporary Psychology, 32, 1037-1038.

3. Published Critiques and Responses Regarding My Early Work
 - Critique: Bass, B. (1982). Intensity of Dyadic-Group Considerations, Cognitive Categorization, and Transformational Leadership. In J. Hunt, U. Sekaran, & C. Schriesheim (Eds.), Leadership: Beyond Establishment Views (pp. 142-150). Carbondale, IL: Southern Illinois University Press.

 - Critique: Morely, I. Strategies for Dealing with Different Processes in Different Contexts. In Hunt, U. Sekaran, & C. Schriesheim (Eds.), Leadership: Beyond Establishment Views (pp. 151-153). Carbondale, IL: Southern Illinois University Press.

Response: Dansereau, F., Alutto, J. A., Markham, S. E., and Dumas, M. (1981). A Multiplexed Response to Bass and Morely. In Hunt, J., Schriesheim, C., and Sekaran, U., (Eds.) Leadership: Beyond Establishment Views, Carbondale, Illinois: Southern Illinois University Press, 157-58.

4. Published Critiques and Responses to Critiques of My Methodological Work (WABA and Levels) in Chronological Order from 1992

Response: Yammarino, F., and Markham, S. (1992). On the Application of Within and Between Analysis: Are Absence and Affect Really Group Level Phenomena? Journal of Applied Psychology, 77, 168-176.

Critique: George, J. M., and James, L. R. (1993). Personality, Affect, and Behavior in Groups Revisited: Comment on Aggregation, Levels of Analysis, and a Recent Application of Within and Between Analysis. Journal of Applied Psychology, 78, 798-804.

Critique: George, J., and James, L. R. (1994). Levels issues in theory development. Academy of Management Review, 19, 636-640.

Response: Klein, K., Dansereau, F., and Hall, R. (1995). On the Level: Homogeneity, Heterogeneity and Interactions in Organizational Theory. Academy of Management Review, 20, 7-9.

Response: Schriesheim, C. A. (1995). Multivariate and Moderated Within- and Between-Entity Analysis (WABA) Using Hierarchical Linear Multiple Regression. Leadership Quarterly, 6(1), 1-18.

Response: Schriesheim, C., Cogliser, C., and Neider, L. (1995). Is it "Trustworthy" ? A Multiple-Levels-Of-Analysis Reexamination of an Ohio State Leadership Study, With Implications for Future Research. Leadership Quarterly, 6(2), 111-145.

Critique: James, L. (1998). Implications of a Multiple-Levels-of-Analysis Ohio State Leadership Study for Estimating Interrater Agreement. In F. Dansereau and F. Yammarino, (Eds). Leadership: The Multiple-Level Approaches (pp. 61-64). Greenwich, CT: JAI Press.

Response: Schriesheim, C., Cogliser, C., and Neider, L. (1998) "Trustworthy" Is a Judgment Call. In F. Dansereau and F. Yammarino. Leadership: The Multiple Level Approaches (pp. 65-70). Greenwich, CT: JAI Press.

5. Published Critiques of the Individualized Leadership Approach and a Response

Critique: Ferris, G. R., and Harrell-Cook, G. (1998). Assumptions, Interpersonal Dynamics, and Organizational Contexts in the Individualized Leadership Approach. In F. Dansereau and F. Yammarino (Eds.), Leadership: The Multiple Level Approach (pp. 411-419). Greenwich, CT: JAI Press.

Critique: Mumford, M. (1998). Situations, Interactions, and Followers: The Case of Individualized Leadership. In F. Dansereau and F. Yammarino (Eds), Leadership: The Multiple Level Approaches (421-427). Greenwich, CT: JAI Press.

Response: Dansereau, F., Yammarino, F., Markham, S. E., Alutto, J. A., Newman, J., Dumas, M., Nachman, S., Naughton, T., Kim, K., Al-Kelabi, S., Lee, S., and Keller, T. (1998). Extensions to the Individualized Leadership Approach. In F. Dansereau and F. Yammarino, Leadership: The Multiple-Level Approaches, (pp. 429-441). Greenwich, CT: JAI Press.

Critique Mumford, M. D., Dansereau, F., and Yammarino, F. J. (2000). Followers, Motivations, and Levels of Analysis. The Case of Individualized Leadership. Leadership Quarterly 11, 313-340. (J).

Response Mumford, M. D., Dansereau, F., and Yammarino, F. J. (2000). Followers, Motivations, and Levels of Analysis. The Case of Individualized Leadership. Leadership Quarterly 11, 313-340. (J).

Presentations

I have presented refereed papers, served as a workshop leader, discussant and/or chairperson on over 70 occasions at regional, national, and international professional and scientific conferences.

TEACHING

Introductory Courses

One and two semester courses at the undergraduate, masters and Ph.D. level in the night and day programs:

Introduction to Organizational Behavior (Micro)
Introduction to Organizational Theory (Macro)
Introduction to Management
Behavioral Science Concepts for Management

Specialized Courses:

Leadership and Motivation
Research Methods
Business Policy
Wage and Salary Administration
Team Building

Numerous Independent Studies on topics such as:

Behavioral Sciences and Industrial Relations
Individual Differences
Group Processes
Organizational Design
Technology

Dissertations

21 Ph.D. dissertation committees.
Chair of 11 of those Ph.D. dissertation committees.

PROFESSIONAL SERVICE

Chairperson, or discussant at

National and Regional Meetings of the:
Academy of Management
American Psychological Association
Decision Sciences Institute

Manuscript or Proposal Reviews for

Leadership Quarterly (Member of Review Board)
Academy of Management Journal
Academy of Management Review (Member of Review Board)
Administrative Science Quarterly
Group and Organization Studies (Member of Review Board and Associate Editor)
Journal of Applied Psychology
National Science Foundation
Organizational Behavior and Human Decision Processes
Psychological Bulletin
Psychological Reports
National and Regional Meetings of the Academy of Management
American Psychological Association and Society of Industrial and Organizational Psychology
Decision Sciences Institute

COMMUNITY SERVICE

Workshops

Coaching and Counseling
Influencing Others
Leadership
Motivation
Group Problem Solving

Consultations and/or In-House Workshops

Anderson Construction Company
Calspan
Carborundum
Center for Advanced Computation
Graphic Controls
St. Joe Inc.
The Chicago Group (for example, Arthur Anderson, Sears, Jewel Company)
TRW Inc.
U.S. Navy
Worthington Corporation

UNIVERSITY SERVICE

Administrative

Area Coordinator for Organizational Behavior
Computer Utilization Committee
Divisional Committee (Member and Chair)
Faculty Senate Committee on Admissions
Vice President's Task Force for Departmental Evaluation
Organized Research Center Planning and Program Development Committee
Proposal Evaluation Subcommittee for Social Sciences, Arts and Letters, Educational Studies, and Architecture.

Educational

Department Curriculum Development Committee
Coordinator of Course Waivers
Course Coordinator (for Teaching Assistants)
Human Resources Option Committee
Internship Learning Experiences Committee, Member and Chair
General Education Committee
MBA Curriculum Revision Committee
Ph.D. Program Committee, Member and Chair
Various undergraduate, and graduate student committees.

Professional

Coordinator of Faculty Recruiting
Institutional Awards/Research Committee, member and chair
Promotion and Tenure Committee

External Funding

My research has typically been in work organizations that have provided funding for research related expenses for specific projects.