

**CHALMER E. LABIG JR. January, 2016**

Associate Professor  
Oklahoma State University  
Spears School of Business  
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**EDUCATION**

1980-1984 Department of Management, Graduate School of Business, University of Texas. Received Ph.D. in Management. Dissertation: *Union and Management Policy Influences on Grievance Activity*.

1969-1971 Department of Psychology, University of Tennessee. Received M.A. in Industrial Psychology. Thesis: *Supervisors' Use of Time*.

1965-1968 College of Arts, Ohio State University. Received B.A. in Political Science.

**TEACHING EXPERIENCE**

1984-1993, 1996-1997, 1998-Present. Department of Management, Oklahoma State University. Assistant/Associate Professor. Undergraduate courses in international management, corporate social responsibility, ethics for MNCs, globalization issues, human resource management (HRM), business policy and strategic management, negotiations, compensation, labor relations, international HRM, and principles of management; and graduate courses in international negotiations, global issues, analysis of the multinational firm, negotiations, strategic management, venture management, HRM, and labor relations.

1997-1998 Department of Management, Lingnan University, Hong Kong. Associate Professor. Undergraduate courses in entrepreneurship, strategic management, and organizational behavior.

1993-1996 Department of Organisational Behaviour, Faculty of Business Administration, National University of Singapore. Visiting Senior Fellow. Undergraduate courses in negotiations, strategic HRM, and HRM: and graduate courses in negotiations and HRM.

**OTHER EXPERIENCE**

1980-1982 Research Assistant, University of Texas. Investigated arbitration and grievance activity in the oil industry.

1979-1980 Human Resource Director, San Antonio Community Hospital, San Antonio, Texas. Responsible for employee relations, wage and salary administration, employment, and personnel compliance for 416 bed for-profit hospital.

1975-1979 Human Resource Director, Defiance Hospital, Defiance, Ohio. Responsible for labor relations, wage and salary administration, staffing coordination and control, management development, safety, and personnel policy development for 150 bed nonprofit hospital.

1973-1975 Associate, J.P. Cavanaugh and Associates, Fort Wayne, Indiana. Labor relations consulting involving opinion surveys, compensation, training and development, contract negotiations, and personnel policy formulation.

1972-1973 Employment Supervisor, Sheller-Globe Corporation, Union City, Indiana. Responsible for hourly employment, safety, and personnel records.

## JOURNAL PUBLICATIONS

- Abdeljawad, Juliet and Chalmer Labig, "Empowerment of Egyptian Women through Microcredit Assistance," *Journal of Case Research Inquiry*, March, 2015.
- Nicholas, Mark and Chalmer Labig. "Faculty Approaches to Assessing Critical Thinking in the Humanities, Natural and Social Sciences – Implications for General Education", 62. (Issue 4, 2013), 297-319.
- Labig, Chalmer. "Bad Measures Don't Make Good Medicine: The Ethical Implications of Unreliable and Invalid Physician Performance Measures", *Journal of Business Ethics*, Published online October 2008, Paper version August, 2009.
- Labig, Chalmer and Kenneth Zantow. "A Medical Dilemma: How Should Physicians Respond to Patients' Questions about Pay," *Research in Ethical Issues in Organizations*, Vol. 7, 2007, 173-189.
- Labig, Chalmer and Tim Peterson. "Sexual Minorities and Selection of a Primary Care Physician." *Journal of Homosexuality*, Vol. 51, (Number 3, 2006), 1-5.
- Labig, Chalmer, Kenneth Zantow, and Tim Peterson. "Factors Affecting Student's Medicine Taking Habits." *Journal of American College Health*, 54 (Number 3, 2005) 177-183.
- Li, Ji and Chalmer E. Labig. "Negotiation in China: Exploratory Study of Relationship-Building." *Journal of Managerial Issues*, XIII (Number 3, 2001), 345-359.
- Byles, Charles M. and Chalmer E. Labig. "Hospital Strategy and Its Relationship to Administrative Practices and Performance: A Partial Test of the Miles and Snow Typology," *Journal of Managerial Issues*, VIII (Number 3, 1996), 326-342.
- Labig, Chalmer and Tan Yew Chye. "Problems with Performance Appraisal? Remedies for HR Executives," *Research & Practice in Human Resource Management*, 4 (Issue 1, 1996), 107-113.
- Li, Ji and Chalmer E. Labig. "Creative Relationship-Focused Negotiations in International Business," *Creativity and Innovation Management*, 5 (Number 2, 1996), 99-106.
- Menkhoff, Thomas and Chalmer E. Labig. "Trading Networks of Chinese Entrepreneurs in Singapore," *Sojourn*, 1 (Number 1, 1996), 130-154.
- Williams, Charles R., Chalmer E. Labig, and Thomas H. Stone. "Recruitment Methods and Posthire Outcomes for Job Applicants and New Hires: A Test of Two Hypotheses," *Journal of Applied Psychology*, 78 (Number 2, 1993), 163-172.
- Labig, Chalmer E. "Supervisory and Nonsupervisory Employee Attitudes about Drug Testing," *The Employee Responsibilities and Rights Journal*, 5 (Number 2, 1992), 131-141.
- Fandt, Patricia M., Chalmer E. Labig, and Andrew L. Urich. "Evidence and the Biasing Effect of Liking on Managers' Disciplinary Actions," *The Employee Responsibilities and Rights Journal*, 3 (Number 4, 1990), 253-265.
- Labig, Chalmer E. "Effectiveness of Recruiting Sources for Staff Nurses," *Journal of Nursing Administration*, 20 (July/August 1990), 12-17.
- Labig, Chalmer E. and Timothy J Keaveny. "The Avon School District," *Case Research Journal*, (Spring 1988) ' 131-154.
- Labig, Chalmer E. and Charles R. Greer. "Grievance Initiation: A Literature Survey and Suggestions for Future Research," *Journal of Labor Research*, 9 (Winter 1988), 1-27.
- Greer, Charles R. and Chalmer E. Labig. "Employee Reactions to Disciplinary Action," *Human Relations*, 40, (Number 8, 1987), 507-524.
- Labig, Chalmer E. and I.B. Helbrun. "Policy Influences on Grievance Initiation," *Journal of Labor Research*, 7, (Summer 1986), 269-284. 1
- Labig, Chalmer E., I.B. Helburn, and Robert C. Rodgers. "Work History and Seniority as Predictors of Post-Reinstatement Job Performance," *The Arbitration Journal*, 40, (September 1985), 44-52.

## **CONFERENCE PROCEEDINGS**

Labig, Chalmer, "Sally's Sewing Center: A Case of 'Wrong' Recruits," *Western Case Writer's Association*, Napa, CA, 2014.

Labig, Chalmer and Kenneth Zantow. "Niche Hospitals: Controversy and A Research Agenda," Western Academy of Management, Long Beach, CA, 2006.

Labig, Chalmer E., Richard Germain, Kenneth E. Eastman, and Jung-Won Kim. "Korean Workers' Dual Commitment to Company and Union," *Fourth Conference on International Human Resource Management Proceedings*, Gold Coast Australia, 1994.

Cochran, Richard A. and Chalmer E. Labig. "Intercultural Adjustment and an Examination of Patterns of Response," *Southern Management Association Proceedings*, Atlanta, 1991, 337-339.

Labig, Chalmer E. and William Gentry. "Supervisors and Employees' Intentions to Make Referrals to an EAP: An Empirical Analysis," *EAPA Research Presentations*, New Orleans, 1990, 30-50.

Labig, Chalmer E. "University Employees and Supervisors' Attitudes toward Drug Testing," *Council on Employee Responsibilities and Rights Proceedings*, Orlando, 1990, 106-113.

Byles, Charles M. and Chalmer E. Labig. "Hospital Strategy and Compensation Practices - A Partial Test of Miles and Snow's Typology," *Southern Management Association Proceedings*, Orlando, 1990.

Labig Chalmer E. and Thomas H. Stone. "Effects of Recruiting Sources, Job Knowledge, and Experience on Turnover and Performance of Staff Nurses," *Southern Management Association Proceedings*, New Orleans, 1989, 64-66.

Labig, Chalmer E., Patricia M. Fandt, and Andrew L. Urich. "The Impact of Evidence and Likableness on Supervisors' Disciplinary Actions," *Academy of Management Best Paper Proceedings*, Washington D.C., 1989, 270-274.

Labig, Chalmer E. and Patricia M. Fandt. "Attraction, Evidence, and Disciplinary Judgments," *Southern Management Association Proceedings*, New Orleans, 1987, 127-129.

Labig, Chalmer E. and I.B. Helburn. "Union Policy Influences on Grievance Activity," *Southern Management Association Proceedings*, Orlando, 1985, 211-213.

Labig, Chalmer E. and Cristina G. Banks. "Attitudes toward Unions," *Southwest Academy of Management Proceedings*, Dallas, 1982, 58-62.

## **CONFERENCE PRESENTATIONS**

Labig, Chalmer and Dona Davidson, "The Role of Feedback and Empathy in Developing Clinical Competencies of Health Care Students," *Western Academy of Management*, Kauai, Hawai, 2015.

Labig, Chalmer and Juliet Abdeljawad, "Promoting women's entrepreneurship in Egypt: The case of the Alexandria Business Association," presented at the *Western Case Writer's Association*, Santa Fe NM, 2013.

Labig, Chalmer. "Business professors as models of ethical behavior," Presented at *Western Academy of Management*, La Jolla, CA, 2012.

Labig, Chalmer. "Directions for the Fair Trade movement in the Americas," Presented at *Western Academy of Management*, Victoria, BC, 2011.

Labig, Chalmer. "Teaching business undergraduates critical thinking," Presented at *Western Academy of Management*, Kailua-Kona, HI, 2010.

Labig, Chalmer and Kenneth Zantow. "How stress impacts patients' evaluations of physician performance," Presented at *Western Academy of Management*, Park City, UT, 2009.

Labig, Chalmer. "Critical thinking skills and ethical development among university undergraduates," Presented at *Fifteenth Annual Vincentian Conference on Business*

*Ethics*, New York City, 2008.

Labig, Chalmer. "Appraising medical students' clinical performance," Western Academy of Management, Oakland, CA, 2008.

Labig, Chalmer. "Understanding business students' ethical reactions to Blooms' thinking skills," Presented at *Fourteenth Annual Vincentian Conference on Business Ethics*, Chicago, 2007.

Labig, Chalmer. "Ethical issues in appraising physicians' performance and providing feedback," Presented at *Thirteenth Annual Vincentian Conference on Business Ethics*, Niagara Falls, 2006.

Labig, Chalmer. "Clients' assessment of professionals: The case of patients' feedback about their physicians," Presented at *National Meeting of Academy of Management*, Atlanta, 2006.

Zantow, Kenneth and Chalmer E. Labig. "Perceptions of physician performance: An implicit stress theory perspective," Presented at *National Meeting of Academy of Management*, Atlanta, 2006.

Labig, Chalmer. "Teaching ethically in the business college classroom: From the students' perspectives." Presented at *Society for Business Ethics Annual Meeting*, Atlanta, 2006.

Labig, Chalmer and Kenneth Zantow. "Niche hospitals: Controversy and a research agenda," Presented at *Western Academy of Management*, Long Beach, CA, 2006.

Labig, Chalmer and Kenneth Zantow. "A medical dilemma: How should physicians respond to patients' questions about incentive pay?" Presented at *Twelfth Annual Vincentian Conference on Business Ethics*, New York City, 2005.

Labig, Chalmer. "On increasing our knowledge of G/L/B/T issues in the workplace," Presented at the *Institute of Behavioral and Applied Management*, Tampa, 2003.

Labig, Chalmer and Henry Steele. "Strategic responses to a recession: The case of Hong Kong family-owned firms in the watch industry," Presented at the *UIC/AMA Research Symposium on Marketing and Entrepreneurship*, Hong Kong, 1998.

Labig, Chalmer and Ho Wee Kiong. "Trust versus power: Does trust reduce power disadvantage in negotiations?" Presented to a Shared Interest Track of the *National Meeting of the Academy of Management*, Cincinnati, 1996.

Labig, Chalmer E. "Human resources - A positive influence in health care," Presented at *Oklahoma Hospital Association Annual Convention*, Oklahoma City, 1989.

Davis, Jerry L. and Chalmer E. Labig. "The effect of number of job offers on organizational commitment of staff nurses," Presented at *Southwest Academy of Management's Annual Meeting*, New Orleans, 1989.

Labig, Chalmer E. and Jerry L. Davis. "The effect of recruiting source on nurses' intention to leave," Presented at *National Meeting of Academy of Management*, Anaheim, 1988.

Labig, Chalmer E. "The impact of recruiters' interviews on experienced versus inexperienced applicants' perceptions and job acceptance," Presented at *Western Academy of Management Annual Meeting*, Big Sky, 1988.

Labig, Chalmer E. and Timothy J. Keaveny. "The Avon School District: A case analysis of the salary adjustment process," Presented at *North American Case Research Association Annual Meeting*, Atlanta, 1986. (Finalist for best case award)

Labig, Chalmer E. and Charles R. Greer. "Enhancing the effectiveness of informal discipline and punishment," Presented at *National Meeting of Academy of Management*, San Diego, 1985.

## **WORKING PAPERS**

Labig, Chalmer. "A Review of Primary-Care Physician Compensation." Working Paper,

2003.

Labig, Chalmer and Kenneth Zantow. "The Primary-Care Physician Compensation Mystery: The Case of Identifying the Real Principle." Working Paper, 2003.

Eastman, Kenneth, Chalmer Labig, and Raja Basu. "An Examination of the Effects of Training, Attitudes, and Norms on EAP Referral Behavior: A Field Study," Working paper, 1992.

Labig, Chalmer and Ho Wee Kiong. "A Process Model of Intentional and Unintentional Factors in Negotiations" Working Paper Series #96-28 May, 1996. National University of Singapore.

## **RESEARCH GRANTS**

"Challenges & Strategies of Hong Kong Entrepreneurs," \$28,360. Funded by Lingnan University, 1998.

"Generating Referrals and Consultations to an EAP," \$132,250. Funded by U.S.A. National Institute on Drug Abuse, 1991-1994.

"The Short and Long-Term Effectiveness of Recruiting Methods," \$5,000. Funded by Society for Human Resource Management Foundation, 1986-1987.

## **CURRENT RESEARCH INTERESTS**

Street vendors in Colombia, their relational ties and other issues.

Promoting minority entrepreneurship in the USA

Cross-cultural & women's empowerment issues related to micro-franchising and fair trade.

Teaching issues such as effects of feedback on students and disciplinary approaches to critical thinking.

## **PROFESSIONAL ORGANIZATIONS**

Academy of Management - Reviewer; for Health Care Division, for International Management Division, and Social Issues Division.

Society for Human Resource Management - College Relations Coordinator for Oklahoma, 1988-1990 and Certification Chair for 1990-1991.

International Human Resource Management - 1994 to 1999.

Western Management Association – Reviewer for Annual Meeting, Session Chair at meetings. 2005-Present.

## **UNIVERSITY & PROFESSIONAL SERVICE**

### **Current**

Co-founder of Vision2Reality (See attached sheet for current activities)

Reviewer for the PEC journal and Case Research Journal

Reviewer for Academy of Management Meetings for International Management Division, Session Chair, 1996-Present; Social Issues Division, 2007-Present.

Reviewer for WAM Annual Meeting, 2005-Present.

Reviewer for Western Case Writer's Association, 2012 –Present.

Member of SSB undergraduate curriculum & assessment committee 2008-Present

University Academic Integrity Facilitator 2015.

University Assessment and Testing facilitator on writing and critical thinking 2009-2015.

### **Past**

Member Department of Management PhD Committee 2007-2013

Chair & discussant of sessions in IM and SIM Divisions, Academy of Management, San Antonio, 2011.

Reviewer for Academy of Management Meetings for Health Care Division, 1986-1992,

2001, 2003-2012

Southern Management Association - Reviewer for Annual Meetings, 1990-1992, 2002-2007. (Honored as Best Reviewer for Health Care in 2004)

Reviewer for Patient Education and Counseling, 2007-2009.

Reviewer for Health Care Management Review, 2006-2010.

Reviewer for European Journal of Clinical Pharmacology, 2006-2010.

Chair of session on Chinese Ethics at *Fourteenth Annual Vincentian Conference on Business Ethics*, Chicago, 2007.

Moderator of Global Issues Forum, Living Arts, Tulsa, Oklahoma. 2004.

Reviewer for Journal of Managerial Issues. 1996-2006.

Reviewer for Academy of Management Meetings for PHR Division 1986-1992, & 2004.

Reviewer for Asia-Pacific Journal of Management; and Research and Practice in Human Resource Management. 1993-1996.

University Faculty Facilities and Parking Committee. 2002-2003.

Oklahoma State Institutional Review Board for Protection of Human Subjects - College of Business Representative. 1991-1993.

Human Resource Curriculum Review 1990-1993.

Faculty Affairs Committee of College of Business, 1989-1992.

Business Extension Committee 1986-1988.