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Oklahoma State University
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ACADEMIC EXPERIENCE

Oklahoma State University, Stillwater, OK 74076

Spears School of Business

Department of Management

Associate Professor

Ph.D. Coordinator

Co-Director, Center of Sustainability

August 2007 to present

August 2007 to present

August 2012 to present

Assistant Professor

August 2001 to July 2007

EDUCATION

Ph.D. University of Massachusetts; Amherst, Massachusetts 01003
Isenberg School of Management

Strategic Management, September 2001

Dissertation:

Strategic Knowledge, Social Structure and Middle Management Activity: A
Study of Strategic Renewal. Chair: Dr. Bill Wooldridge

MHA University of Washington; Seattle, Washington 98155

School of Health Sciences, March 1992

MBA University of Washington; Seattle, Washington 98155

School of Management, June 1991

BA Tufts University; Medford Massachusetts 02155

Economics, May 1987

RESEARCH

Refereed Publications

Flaherty, K. and Pappas, J. (2012) "Control mechanisms, idea transfer, and performance in sales organizations" Industrial Marketing Management, 41(5)

Flaherty, K. and Pappas, J. (2009) "Expanding the Sales Professional's Role: A Strategic Re-orientation?" Industrial Marketing Management

Pappas, J. and Flaherty, K.. (2008) "The Effect of Trust on Customer Contact Personnel Strategic Behavior and Sales Performance in a Service Environment," Journal of Business Research.

Refereed Publications (cont)

- Pappas, J., Flaherty, K and Hunt, S. (2007) “The Joint Influence of Control Strategies and Market Turbulence on Strategic Performance in Sales-Driven Organizations,” Journal of Behavioral and Applied Management.
- Pappas, J., and Wooldridge, B. (2007), “Middle Managers’ Divergent Strategic Influence: An Investigation of Network Centrality and Perceptual Deviance,” Journal of Management Studies
- Pappas, J. and Flaherty, K. (2006) “The Moderating Role of Individual-Difference Variables in Compensation Research,” Journal of Managerial Psychology.
- Pappas, J. and Karen Flaherty (2005). “Informal Controls at Work: Affecting Behavior Amidst Uncertainty.” Strategic Management Society Book Series (Ed. Steven Floyd). Blackwell Publishers: London.
- Pappas, J., Flaherty, K. and Wooldridge, B. (2004) “Tapping into Hospital Champions – Strategic Middle Managers” Health Care Management Review. (*lead article*).
- Flaherty, K. and Pappas, J. (2003) “Job Selection among Salespeople: A Bounded Rationality Perspective,” Industrial Marketing Management.
- Pappas, J., Flaherty, K. and Wooldridge, B. (2003) “Achieving Strategic Consensus in Hospitals: A Middle Management Perspective.” Hospital Topics.
- Flaherty, K. and Pappas, J. (2002) “Using Career Stage Theory to Predict Turnover Intentions Among Salespeople,” Journal of Marketing Theory and Practice.
- Flaherty, K. and Pappas, J. (2002) “The Influence of Career Stage on Job Attitudes: Toward a Contingency Perspective.” Journal of Personal Selling and Sales Management (*lead article*).
- Flaherty, K. and J. Pappas (2000), “The Role of Trust in Salesperson-Sales Manager Relationships,” Journal of Personal Selling and Sales Management.
- Flaherty, K. and J. Pappas (2000), “The Effect of Implicit Personality Theory on Evaluation of Brand Extensions,” Psychological Reports.

Working Papers

- Flaherty, K, and Pappas, J., “The Influence of an Ideal Control System on Salesperson Championing and Performance,” under second review at *Industrial Marketing Management*.
- Pappas, J., and Flaherty, K. “Trust and Trustworthiness: A process model of antecedents and effects on individual performance” Data collected
- Pappas, J. “Acquisition or Alliance? A Comparison of Value Creating Strategies in the Pharmaceutical Industry” Data Collected

Selected Conference Proceedings

- Johnson, S., Pappas, J. and Hill, A. (2010) “Organizational Memory and Individual Prior Experience: Epistemology of Practice in the NFL.” **Organization Science Winter Conference** – Steamboat Springs, CO
- Kern, D., Pappas, J., DeGroot, T. and Flaherty, K. (2005), “A Meta-Analytic Review of Formal Operational Control Systems,” **Academy of Management Conference** – Honolulu, HI
- Gooty, J., Pappas, J. and Flaherty, K. (2005). “A multilevel test of managerial trustworthiness: antecedents and consequences,” **Academy of Management Conference** – Honolulu, HI
- Pappas, J. and Lawlor, B. (2005). “The Knowledgeable Middle Manager: An Exploratory Study on Social and Intellectual Capital,” **Strategic Management Society** – Orlando, FL
- Pappas, J. (2004), “Middle Managers' Strategic Influence: Investigating Network Centrality and Perceptual Deviance,” **Academy of Management Conference** – New Orleans, LA. *Published in Best Paper Proceedings.*
- Pappas, J. and Flaherty, K. (2003). “The Impact of Control Systems on Role Conflict and Management Behavior: Moving Toward a Theory of Strategic Renewal ,” **Strategic Management Society** – Mini-Conference, Storrs, CT.
- Flaherty, K., Pappas, J., Sallee, A. (2003). “Social Networks and Strategic Knowledge: A Study of the Strategic Activities of Frontline Employees,” **American Marketing Association** – Winter Educators' Conference, Orlando.
- Pappas, J., Wooldridge, B., and Flaherty, K. (2002), “How Middle Managers Help Build New Capabilities: Lessons Learned Using Social Network Analysis,” **Southern Management Association** – Atlanta, GA.
- Pappas, J., and Wooldridge, B. (2002), “Social Networks and Strategic Knowledge: A Study of Strategic Renewal from a Mid-Level Perspective,” **Academy of Management Conference** – Denver, CO. *Published in Best Paper Proceedings.*
- Pappas, J., Wooldridge, B., and Flaherty, K. (2001), “Resource vs. Positional Rents: An Exploratory Study of the National Biking League,” **Strategic Management Society** – San Francisco, CA.
- Flaherty, K., Pappas, J. and Porter, T. (2001), “On the Measurement of Career Stages,” **American Marketing Association** – Winter Educators' Conf., Scottsdale, AZ.
- Pappas, J. (2000), “Acquisition or Alliance? A Comparison of Value Creating Strategies in the Pharmaceutical Industry,” **Academy of Management Conference**, Toronto.
- Flaherty, K. and Pappas, J. (2000), “Corporate Sponsorship: What are Companies Doing? What Should Companies Do?,” **American Marketing Association** – Summer Educators' Conference, Chicago.
- Pappas, J. and Flaherty, K. (2000), “Implications of the knowledge-based view for strategic alliances: Toward a more dynamic view,” **Southwestern Academy of Management**, San Antonio, TX.

Selected Conference Proceedings (cont)

Pappas, J. and Flaherty, K. (2000), "More than just selling cars: Using an ethnographic approach to understand the sales job," **American Marketing Association** – Winter Educators' Conference, San Antonio, TX.

Flaherty, K. and Pappas, J. (2000), "How Pay Structure Affects Salesperson Turnover: Using Self-Complexity Theory as a Mediator," **Southwestern Marketing Association**, San Antonio, TX.

Pappas, J. (1999), "Opportunities to Apply Diversification Strategy to the Health Care Services Industry," **Eastern Academy of Management**, Springfield, MA.

TEACHING EXPERIENCE

Oklahoma State University, Stillwater, OK

Strategic Management (BADM 4513): Fall 2001 – Spring 2007 (22 sections)

Strategic Management (MBA 5303): Spring 2006 (1 section)

Organization Theory (PhD 6333): Spring 2007 (1 section)

Fundamentals of Management (MGMT 3013): Fall 2007 to Spring 2013 (14 sections)

Fundamentals of Management (MGMT 3013 - distance): Fall 2008 to Spring 2013 (12 sections)

International Strategy (MGMT 4650): Spring 2008 (1 section)

Corporate Sustainability (MGMT 4650): Winter 2010 (1 section)

Study Abroad Programs

OSU-Germany: "Sustainable Germany" - May 2013

OSU-Greece: "Doing Business in the Balkans" - May 2011, 2012

OSU-Costa Rica: "Sustainable Enterprises" - January 2012

OSU-Mexico: "Business in Latin America" - January 2010

OSU-London: "Globalization" - June 2010

OSU-France: "Corporate Strategy in the EU" - June 2009

University of Massachusetts, Isenberg School of Management

Strategic Management: Fall 1999; Spring 2000 (2 sections), Fall 2000

Introduction to Management: Summer 2000, 1999; Fall 1999

Westfield State College, Westfield, MA

International Management: Spring 2000 (2 sections)

Bunker Hill Community College

Macroeconomics, Spring Semester 1997

Health Care Management, Fall Semester 1996

INDUSTRY EXPERIENCE

Partners Healthcare System; Boston, MA

Senior Financial Analyst

(March 1996 – May 1997)

Andersen Worldwide, LLP; Seattle, WA

Senior Consultant – Operations reengineering

(April 1995 – February 1996)

Mayo Medical Center; Rochester, MN

Administrator – Department of Cardiology

(June 1992 – March 1995)

State Street Bank and Trust; Boston, MA

Management Accountant – Foreign Currency

(June 1987 – July 1989)

AWARDS, HONORS, and SERVICE

Awards and Honors

- International Education Faculty Education Award (2012)
- Teacher of the Month Award – O.S.U. Business Student Council (Spring 2007)
- Nominated for the Greiner Teaching Award for Outstanding Instruction – (Fall 2006)
- Best Paper Proceedings at the AOM National conference, BPS division (2004)
- Award for Outstanding Instruction – Dean's Office (Spring 2004)
- Teacher of the Month Award – O.S.U. Business Student Council (Fall 2001)
- BPS Doctoral Consortium (August 2000)
- Certificate of Teaching Excellence, Introduction to Management (Summer 1999)

Service to the field

- Reviewer, Journal of Management, 2002-2010
- Reviewer, Academy of Management, 2009-2010
- Chair, Academy of Management (Network Formation and Interfirm Coordination), 2007
- Reviewer, Journal of Business Research – 2006
- Chair, Eastern Academy of Management (Technology and Innovation), May 2000
- Ad Hoc Reviewer, Health Care Management Review, 1999
- Ad Hoc Reviewer, Journal of Management Studies, 2003-2006
- Member, Strategic Management Society – 1998-present
- Member, Academy of Management – 1998-present
- Member, Institute of Social Networks Research – 2002-2007
- Member, Southern Management Association – 2002-2007

Service to the University

- Co-Director, Net Impact Chapter, OSU 2012 to present
- Co-Director, Center for Sustainability - 2012 to present
- PhD Coordinator - 2007 to present
- Chair, MBA Advisory Committee – 2007 to 2010
- Member, Masters Advisory Committee – 2007 to 2010
- Dissertation Committee Member for Joel Bolton (Chair, M. White) - 2010
- Dissertation Committee Member for David Kern (Chair, M. White) - 2005
- Member, Management Department Curriculum Committee – 2004-present
- United Way Department Coordinator – 2003, 2005, 2010, 2011
- Helped write Request for Qualification for the Federal Aviation Administration - 2003
- Member, Technology and Instructional Resources Committee – 2003-present
- Alpha Kappa Psi Faculty Advisor – 2002 – 2006

Community Engagement

- Board Member – Stillwater Medical Center Foundation - 2007 to 2012
- Board Member – Stillwater Public Education Fund – 2007 to 2012