
TROY V. MUMFORD, PH.D.: VITA

Colorado State University
Department of Management
222 Rockwell Hall
Fort Collins, CO 80523-1275

Tel. 970-491-7917
Fax: 970-491-3522
troy.mumford@colostate.edu
<http://www.troymumford.com>

EDUCATION

Purdue University

Doctor of Philosophy – August 2002
Organizational Behavior/Human Resources Management

Brigham Young University

Bachelor of Science – August 1996
Psychology, Cum Laude

HONORS AND AWARDS

Best Article in *Leadership Quarterly* Nomination for 2007, Center for Creative Leadership, 2008.
Outstanding Publication in Organizational Behavior Award Nomination for 2006, OB Division at the Academy of Management (2007).
One of Best Papers of the Human Resource Management Division Program of the Academy of Management (2007).
Teacher of the Year, Management and Human Resources Depart, College of Business, Utah State (2006).
Teacher of the Year, Management and Human Resources Depart, College of Business, Utah State (2005).
One of Best Papers of the Human Resource Management Division Program of the Academy of Management (2003).
Purdue Research Foundation (PRF) Summer Research Grant recipient (2001)
Certificate for Distinguished Teaching (2000 & 2001)
Robert W. Johnson Award for Distinguished Research Proposal (2000)
Purdue Research Foundation (PRF) Research Grant recipient (1999-2000)
Dauch Center for the Management of Manufacturing Enterprises (DCMME) Fellowship Award (1999-2000).
One of Best Papers of the Organizational Behavior Division Program of the Academy of Management (1999).
Outstanding Graduate Student Instructor Award recipient (1998)

PEER REVIEWED PUBLICATIONS

Garcia, M. F., Posthuma, R. A., Mumford, T.V., and Quiñones, M. (in press). The Five Dimensions of Pay Satisfaction in a Maquiladora Plant in Mexico. *Applied Psychology: An International Review*.

Mumford, T.V. (in press). Distributed Expertise and Mixed-motives in Teams: A Team Leadership Development Simulation. *Journal of Learning in Higher Education*.

Mumford, T.V. (in press). Just Teams: The Relationship Between Team Roles, Fairness, and Performance. *Journal of the Academy of Business Education*.

Mumford, T. V., Van Iddekinge, C. H., Morgeson, F. P., & Campion, M. A. (2008). The team role test: Development and validation of a team role knowledge situational judgment test. *Journal of Applied Psychology, 93, 250-267*.

- Mumford, T.V., Campion, M.A., & Morgeson, F.P. (2007). Leadership skills strataplex: Leadership skill requirements across organizational levels. *Leadership Quarterly*, 18, 154-166.
Nominated for Best Article of 2007 by the Center for Creative Leadership. One of the top 5 of 38 articles published in Leadership Quarterly in 2007.
- Morgeson, F. P., Johnson, M. D., Medsker, G. J., Campion, M. A., & Mumford, T. V. (2006). Understanding reactions to job redesign: A quasi-experimental investigation of the moderating effects of organizational context on performance behavior. *Personnel Psychology*, 59, 333-363.
Nominated for Outstanding Publication in Organizational Behavior Award for 2006 by the OB Division at the Academy of Management. Top 15 publications in top 10 OB journals for 2006.
- Campion, M. A., Mumford, T. V., Morgeson, F. P., & Nahrgang, J. D. (2005). Work Redesign: Eight Obstacles and Opportunities. *Human Resource Management* 44 (4), 367-390.
- McEvoy, G., Hayton, J.C., Warnick, A., Mumford, T., Hanks, S. and Blahna, M., (2005). A competency-based model for developing human resource professionals. *Journal of Management Education*, 29 (3), 383-402.
- Morgeson, F. P., Mumford, T. V., & Campion, M. A. (2005). Coming full circle: Using research to address 27 questions about 360-degree feedback programs. *Consulting Psychology Journal: Practice and Research*, 57, 196-209.

PEER/EDITOR REVIEWED PROCEEDINGS PUBLICATIONS

- Mumford, T.V., Iddekinge, C.V., & Campion, M.A. (2007). The Team Role Test: Development and Validation of a Team Role Knowledge Situational Judgment Test. In the *Academy of Management Best Paper Proceedings*.
Paper was among the top 14 submissions to the HR Division.
- Chandler, G., DeTienne, D. R., & Mumford, T.V. (2007). Causation and effectuation: Measure development and theoretical implications. In *Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College.
Paper was among the top 40 submissions to the Babson College Entrepreneurship Research Conference.
- Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2003). A Leadership Skills Strataplex: Leadership Skill Requirements Across Organizational Levels. In D. H. Nagao, *Academy of Management Best Paper Proceedings*.
Paper was among the top 8 of 235 submissions (3%) to the HR Division.
- Matteson, M., Mumford, T.V., & Sintay, G.S. (1999). Taking Teams to Task: A Normative Model for Designing or Recalibrating Work Teams. In S. J. Havlovic, *Academy of Management Best Paper Proceedings*.
Paper was among the top 30 of 308 submissions (10%) to the OB Division.

STATE OF THE ART PROFESSIONAL PUBLICATIONS

- Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2006). Situational judgment in work teams: A team role typology. In J. Weekley & R. Ployhart (Eds.), *Situational Judgment Tests*. Mahwah, NJ: Lawrence Earlbaum.

RESEARCH UNDER REVIEW

Mumford, T.V. Video-enhanced Competency Development: A Role Play for Future Managers. *(Revise & Resubmit: Journal of Management Education)*.

Mumford, T.V. Whom to Believe: Recruiting Information Source Credibility and Utilization and Organizational Attractiveness *(Revise & Resubmit: Journal of Business and Psychology)*.

Mumford, T.V., Hayton, J., Franson, G. Strategy-Aligned Organizational Culture: An Investigation of Quality-centered Culture and its Relationship with Organizational Performance. *(Revise & Resubmit: Group & Organization Management)*.

RESEARCH PRESENTATIONS

Mumford, T. V. (2008). Team Roles and Fairness: Determinants of Individual and Team Performance. Paper presented at the 68th *Annual Meeting of the Academy of Management*, Anaheim, CA.

Mumford, T. V., Van Iddekinge, C. H., & Campion, M. A. (2007). The team role test: Development and validation of a team role knowledge situational judgment test. Paper presented at the 67th *Annual Meeting of the Academy of Management*, Philadelphia, PA.

Chandler, G., DeTienne, D. R., & Mumford, T.V. (2007). Causation and effectuation: Measure development and theoretical implications. Paper presented at the 27th *Annual Babson College Entrepreneurship Research Conference*, Madrid, Spain.

Mumford, T.V., Hanks, S. and Alldredge, C. (2005). The Role of Individual Differences in Flexible Benefit Choices. Paper presented at the 47th *Annual Mountain Plains Management Conference*, Cedar City, UT.

Mumford, T.V. & Campion, M.A. (2005). The Use of r_{wg} as an Indicator of Interrater Agreement: Problems, Practices, and Prescriptions. Paper presented at the 65th *Annual meeting of the Academy of Management*, Honolulu, Hawaii.

Mumford, T.V., Hayton, J., Franson, G. (2005). TQM-aligned organizational culture and its relationship with organizational performance. Paper presented at the 65th *Annual meeting of the Academy of Management*, Honolulu, Hawaii.

Mumford, T.V. (2005). Enhancing HR/IR competency development: Case study using video and multi-source feedback. Paper presented at the 4th *Conference on Innovative Teaching in Human Resources and Industrial Relations*, Park City, UT.

Goldberg, C., Kaplan, D., Marchese, M. Mumford, T.V., and Wadsworth, L. (2005). Using popular film and television as pedagogical tools in HR / IR. Paper presented at the 4th *Conference on Innovative Teaching in Human Resources and Industrial Relations*, Park City, UT.

- Johnson, M., Morgeson, F.P., Medsker, G.J., Campion, M.A., and Mumford, T.V., (2004). When Teams are More Effective than Workgroups. Paper presented at the *19th Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago, IL.
- Posthuma, R. A., Ibarreche, S., Mumford, T. V., and Quiñones, M. (2004) Employee Job Pursuit Intentions: Help-Wanted Advertisements for Mexican Maquiladora Workers. Paper presented at the *19th Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago, IL.
- Mumford, T.V., Campion, M.A., & Morgeson, F.P., (2003) The Development and Test of a Leadership Skills Strataplex: Leadership Skill Requirements across Organizational Levels. Paper presented at the *63rd Annual meeting of the Academy of Management*, Seattle, WA.
- McEvoy, G., Hayton, J.C., Hanks, S., Mumford, T., Dryden, D., Warnick, A., and Blahna, M., (2003). Development & Application of a Competency-Based Model for Educating Graduate Students in Human Resource Management (With Implications for Undergraduate HR Programs). Paper presented at the *Western Organization and Management Teaching Conference*, Las Angeles, CA
- McEvoy, G., Hayton, J.C., Hanks, S., Warnick, A., Blahna, M., and Mumford, T. (2002). A Competency-based model for Developing Human Resource Professionals: A Customer-back Approach. Paper presented at the *HR/IR Teaching Conference at Ohio State University*, Columbus, OH
- Mumford, T.V. (2002). Team-Role Knowledge and its Relationship with Team-Role Performance. Paper presented at the *17th Annual Conference of the Society for Industrial and Organizational Psychology*, Toronto, Ontario Canada.
- Mumford, T.V., Morgeson, F.P., & Campion, M.A. (2002). Research Answers to Common Questions in Implementing 360-Degree Feedback Programs. Paper presented at the *17th Annual Conference of the Society for Industrial and Organizational Psychology*, Toronto, Ontario Canada.
- Matteson, M., Mumford, T.V., & Sintay, G.S. (1999). Taking Teams to Task: A Normative Model for Designing or Recalibrating Work Teams. Paper presented at the *59th Annual meeting of the Academy of Management*, Chicago, IL.
- Mumford, T.V. (1999). Team leader resource and motive awareness: Guiding management teams of the future. Paper presented at the *4th Annual Midwest Leadership Teaching Conference*, West Lafayette, IN.
- Mumford, T.V. (1999). Seven leverage points for making teams effective: Reviews and recommendations from Organizational Behavior. Paper presented at the *20th Annual Industrial/Organizational Behavior Graduate Student Conference*, Fairfax, VA.
- Mumford, T.V. (1999). The influence of information source credibility on organizational attractiveness: A policy capturing approach. Paper presented at the *20th Annual Industrial/Organizational Behavior Graduate Student Conference*, Fairfax, VA.

Hannon, J.M., & Mumford, T.V. (1997). The effect of HR reputation signals on organizational attractiveness: A policy-capturing approach. Paper presented at *A Conference about Corporate Image and Reputation*, New York, NY.

Mumford, T.V. (1997). The integrated motivation model: Combining the common concepts. Paper presented at the *18th Annual Industrial/Organizational Behavior Graduate Student Conference*, Roanoke, VA.

Mumford, T.V. (1997). Inductive prediction vs. deductive explanation: A theoretical discussion in the context of employee selection. Paper presented at the *18th Annual Industrial/Organizational Behavior Graduate Student Conference*, Roanoke, VA.

INVITED PRESENTATIONS

Mumford, T.V. (2008). Leadership Strataplex: Move Up by Building Your Skills!. Presented at the *Bridgerland Society for Human Resource Management Meeting*, North Logan, UT.

Mumford, T.V. (2008). Putting Psychology to Work: Industrial and Organizational Psychology. Guest presentation for *Utah State University Chapter of Psi Chi, the National Honor Society in Psychology*, Logan, UT.

Mumford, T.V. (2007). Leader Survival: Taking Charge by Letting Go. Training provided at *Transfer Leadership Conference*, Logan, UT.

Mumford, T.V. (2006). Video in the Classroom. Training provided at *Management and Human Resources Department Brownbag*, Logan, UT.

Mumford, T.V., Hanks, S. and Alldredge, C. (2005). Reading & Making Signs: How Employee Benefits Can Impact Workforce Composition. Presented at the *Bridgerland Society for Human Resource Management Meeting*, Providence, UT.

Mumford, T.V. (2004). Action: Five Cinematic Cues for Directing a Balanced Life, *Saint Benedicts Family Medical Center Management Retreat*, Wellsville, UT.

McEvoy, G., Warnick, A., and Mumford, T.V. (2004). HR Competencies for the Future: Taking HR to the Next Level. Paper presented at the *Human Resource Association of Central Utah April Luncheon*, Provo, UT.

McEvoy, G., Warnick, A., and Mumford, T.V. (2004). HR Competencies for the Future: Taking HR to the Next Level. Paper presented at the *Salt Lake Society for Human Resource Management March Luncheon*, Salt Lake City, UT.

RESEARCH IN PROGRESS

Chandler, G., DeTienne, D. R., & Mumford, T.V. (2007). Causation and effectuation: Measure development and theoretical implications. (*Under Review: Journal of Applied Psychology*).

- Mumford, T.V., Mattson, M. Work Synergy Potential: An Integrated Model of Tasks and Teams. (*Under Review: Journal of Organizational Behavior*).
- Mumford, T.V., Hanks, S.H., & Alldredge, C. Toward Strategically Managing Employee Benefits: How Employee's Perceptions of Risk, Control, and Utility Impact Benefit Choices. (*Under Review: Human Resource Management*).
- Mumford, T.V. & Campion, M.A. The Use of RWG: Description of Practices and Normative Recommendations for Determining Inter-Rater Reliability. (*Data in Hand: Target journal: Journal of Applied Psychology*).
- Mumford, T.V., Matteson, M., & Sintay, S. Taking teams to task: Taking Teams to Task: A Normative Model for Designing or Recalibrating Work Teams (*Theoretical: Target journal: Academy of Management Review*).
- Mumford, T.V. & Hannon, J.M. The effect of HR reputation signals on organizational attractiveness: A policy-capturing approach. (*Complete Manuscript: Target Journal: Academy of Management Journal*).
- Mumford, T.V. & Franson, G. Strategic Cultures: The Interplay of Artifacts and Values in Lean-manufacturing Organizations. (*Data in Hand: Target Journal: ASQ*).
- Posthuma, R. A., Ibarreche, S., Mumford, T. V., and Quiñones, M. Employee Job Pursuit Intentions: Help-Wanted Advertisements for Mexican Maquiladora Workers. (*Data in Hand: Target Journal: Personnel Psychology*).

TEACHING-RELATED PUBLICATIONS AND PRESENTATIONS

- Mumford, T.V., (2006, September). Video in the Classroom. Training provided at *Management and Human Resources Department Brownbag*, Logan, UT.
- McEvoy, G., Hayton, J.C., Warnick, A., Mumford, T., Hanks, S. and Blahna, M., (2005). A competency-based model for developing human resource professionals. *Journal of Management Education*, 29 (3), 383-402.
- McEvoy, G., Warnick, A., and Mumford, T.V. (2004, April). HR Competencies for the Future: Taking HR to the Next Level. Paper presented at the *Human Resource Association of Central Utah April Luncheon*, Provo, UT.
- McEvoy, G., Warnick, A., and Mumford, T.V. (2004, March). HR Competencies for the Future: Taking HR to the Next Level. Paper presented at the *Salt Lake Society for Human Resource Management March Luncheon*, Salt Lake City, UT.
- Mumford, T.V. (2005). Enhancing HR/IR competency development: Case study using video and multi-source feedback. Paper presented at the *4th Conference on Innovative Teaching in Human Resources and Industrial Relations*, Park City, UT.

- Goldberg, C., Kaplan, D., Marchese, M. Mumford, T.V., and Wadsworth, L. (2005). Using popular film and television as pedagogical tools in HR / IR. Paper presented at the 4th Conference on Innovative Teaching in Human Resources and Industrial Relations, Park City, UT.
- McEvoy, G., Hayton, J.C., Hanks, S., Mumford, T., Dryden, D., Warnick, A., and Blahna, M., (2003). Development & Application of a Competency-Based Model for Educating Graduate Students in Human Resource Management (With Implications for Undergraduate HR Programs). Paper presented at the *Western Organization and Management Teaching Conference*, Las Angeles, CA
- McEvoy, G., Hayton, J.C., Hanks, S., Warnick, A., Blahna, M., and Mumford, T. (2002). A Competency-based model for Developing Human Resource Professionals: A Customer-back Approach. Paper presented at the *HR/IR Teaching Conference at Ohio State University*, Columbus, OH
- Mumford, T.V. (1999, March). Team leader resource and motive awareness: Guiding management teams of the future. Paper presented at the 4th Annual Midwest Leadership Teaching Conference, West Lafayette, IN.

TEACHING EXPERIENCE

Colorado State University

Assistant Professor – Contemporary Management Principles and Practices, Fall 2008
Taught three sections (≈ 40-60 students each) of an undergraduate course for college of business students. The course provides an overview of organizational behavior and management principles and applications addressing such topics as planning, teams, and leadership.

Utah State University

Assistant Professor – Managing Organizations and People, Summer 2008
Taught one sections (≈ 40 students) of an undergraduate course for college of business students. The course provides an overview of organizational behavior and management principles and applications addressing such topics as planning, teams, and leadership.

Utah State University

Assistant Professor – Team and Interpersonal Skills, Fall 2005-2008
Taught two sections (≈ 40 students each) of an undergraduate course for management majors. The course provides an overview of skills needed to work in teams and lead in organizations covering such topics as motivation, teams, and leadership.

Utah State University

Assistant Professor – Compensation & Benefits, Spring 2003-2008
Taught two sections (10-25 students) of graduate course per semester. The course provides a review of compensation theories, strategies, and techniques for designing and implementing employee compensation systems including such topics as: Compensation strategy, job evaluation, internal alignment, external competitiveness, salary surveys, and employee benefits.

Utah State University

Assistant Professor – Performance Management, Fall 2002-2004, 2007

Taught one or two sections (10-30 students) of graduate course per semester. The course provides a review of performance management theories, strategies, and techniques for managing organizational, unit, team, and individual performance, including such topics as: Business strategy, cost-benefit and utility analysis, 360-degree feedback, and performance appraisal.

Utah State University

Assistant Professor – HRCI Certification Course, Fall and Spring 2002-2007

Taught the Employee and Labor Relations module (3) and Compensation and Benefits module (3) of HR review course designed to prepare students to pass the Human Resource Certification Institute (HRCI) certification examination.

Utah State University

Assistant Professor – Human Resource Management, Fall 2002

Taught one section (\approx 50 students) of undergraduate course for management majors. The course provides an overview of theories and methods for managing Human Resources in an organization, including such topics as: Compensation, benefits, recruiting, selection, performance appraisal, training, and total quality management.

Purdue University

Instructor – Management of Human Resources, 2000 - 2001

Taught four sections (50 - 100 students each) of undergraduate course for management majors. The course provides an overview of theories and methods for managing Human Resources in an organization, including such topics as: Compensation, benefits, recruiting, selection, performance appraisal, training, and total quality management. Received Certificate for Distinguished Teaching – given to the top two graduate student management instructors.

Purdue University

Instructor – Introduction to Organizational Behavior, 1997 – 1998

Taught three sections (45-60 students each) of undergraduate course for management majors. The course provides an overview of management of human behavior in organizations covering such topics as motivation, teams, and leadership. Responsibilities include designing the course, lecturing, preparing and grading assignments, projects, and acting as a mentor. Received Certificate for Distinguished Teaching – given to the top two graduate student management instructors.

Purdue University

Instructor – Management of Human Resources, 1998

Taught one large section (100 students) of undergraduate course for non-management majors. The course provides an overview of theories and methods for managing Human Resources in an organization, including such topics as: Recruiting and selection systems, performance appraisal, total quality management, and compensation systems. Received Certificate for Distinguished Teaching – given to the top two graduate student management instructors.

PROFESSIONAL EXPERIENCE

Utah State University

External Consultant, 2006-2007

Consulted with Information Technology Department and Human Resources Department in the design and implementation of department wide job analysis, competency model development, and performance assessment system.

General Mills

External Consultant, 2001-2002

Developed an assessment of team-related predictors of job performance, using a Situational Judgment Test (SJT) framework. Conducted concurrent validation of selection instruments including: Creating predictor and criterion instruments based upon previous research, job descriptions and the input of subject matter experts; Collecting validation data working directly with management and current employees; Completing statistical analysis of predictor-criterion relationships; Documenting reporting of results of the study and recommendations for future use of the instruments.

U.S. Department of State

External Consultant, 2001

Assisted in the development of an education, work history, and international experience assessment. Responsibilities included reviewing applications and job descriptions for mid-level Foreign Service Officers, determining key dimensions of education, work experience, supervisory experience, language proficiency and international experience; creating scales to assess the dimensions and producing the form and instructions for the assessors.

Indiana Precision Technologies

External Consultant, 1999 – 2000

Conducted structured employment interviews for ~100 job candidates. Responsibilities included coordinating interviewing with company personnel and other interviewers, calibrating ratings among multiple interviewers to ensure agreement and reliability, using a structured interview format to rate interviewee responses, recording candidate responses, and making initial judgments on candidate's probability of success.

Campion Recruiting Services

Executive Recruiter, 1998

Recruited manager and director level employees for placement in fortune 500 firms. Responsibilities included managing all aspects of candidate accounts including matching candidate qualifications to position requirements, contacting candidates to provide information about positions, profiling candidates, and consulting candidates to improve resume and telephone self-presentation.

OCWEN Financial

External Consultant, 1998

Assisted in the development and application of assessment instrument in financial institution. Responsibilities included, assisting in the development of psychological scales for the assessment of call center representatives and customers, rating the telephone behavior of representative and customer in terms of scales, evaluating globally representative performance relative to standards, and presenting results to management.

United Airlines

External Consultant, 1997-1998

Planned and implemented qualitative data gathering at the Indiana, Oakland, and San Francisco airline maintenance centers. Responsibilities included conducting formal and informal interviews with management, team leaders, and line mechanics to assess effectiveness of a team implementation, shift changeover process, and culture change initiative.

ALCOA

External Consultant, 1997

Conducted team and quality training in quality assurance laboratory of Lafayette Operations. Responsibilities included conducting needs assessment, coordinating training areas with management, development of training material, and facilitation of training and team functioning.

Endocyte, Inc.

External Consultant, 1997, 2001

Developed compensation and recruiting plan for the pre-IPO biotechnology company. Responsibilities included gathering job analysis and evaluation data, conducting local, regional, and national salary surveys, establishing pay ranges, defining performance and initial selection criteria, and providing ongoing consultation to HR staff.

Purdue University

Graduate Research Assistant, 1996 – 1999

Assisted in the conceptualization, coordination, and implementation of research for three professors. Responsibilities included conducting literature reviews, obtaining and modifying measures, creating questionnaires, data input, analysis, and the written and verbal reporting of results.

UNIVERSITY AND COLLEGE SERVICE

College of Business Research Follow research mentor, 2004-2005.

College of Business Curriculum, Learning Goals, Expectations, and Assessment Committee, Utah State University, 2004-2008.

Advisory Board Meeting, College of Business, Utah State University, April 2004. Facilitated meeting of the advisory board to gain input on College of Business learning goals.

A-Team, MHR Department, Utah State University, 2002-2008. Assisted in restructuring curriculum and socialization activities and evaluations to support HR competency model.

Computer committee, College of Business, Utah State University, 2002-2003. Assisted in the restructuring of the Management and Human Resources Department website.

Library committee, College of Business, Utah State University, 2003-2004.

Introduced keynote and other speakers at Partners in Business program for Human Resources Management (2), and Operations (2). Utah State University, 2002-2004.

Contribution to data collection acknowledge in: Goodman, J. S., Wood, R.E., and Hendrickx, Margaretha (2004). Feedback Specificity, Exploration, and Learning, *Journal of Applied Psychology*, 89 (2), 248–262.

Department representative for commencement ceremony, 2006.

Department representative for Scholar Day Reception, 2007.

University Graduation Marshal, College of Business, Fall 2007.

PROFESSIONAL ACTIVITIES AND AFFILIATIONS

Academy of Management (1996-2008)

American Psychological Association (1996-2008)

Society for Human Resource Management (2002-2007) – PHR Certified

Society for Industrial and Organizational Psychology (2001-2007)

Krannert Graduate Student Association Secretary (1998-2001)