

**DOUGLAS M. MAHONY, Ph.D.**  
Department of Management  
Lehigh University  
College of Business and Economics  
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## **ACADEMIC EXPERIENCE**

Lehigh University, Bethlehem, Pennsylvania	
Associate Professor of Management with tenure	2014-present
Assistant Professor of Management	2009-2014
Moore School of Business, University of South Carolina	
Assistant Professor of Management	2002 - 2009
Lecturer, Department of Management	2000 - 2001

## **EDUCATION**

Rutgers University, School of Management and Labor Relations  
Ph.D. in Industrial Relations and Human Resource Management, 2001  
Masters of Arts --Industrial Relations, 1995

University of Toronto  
Honours Bachelor of Arts in History and Economics, 1993

## **REFEREED PUBLICATIONS**

Mahony, D., Klimchak, M. & Morrell, D. (2012). "The portability of career long work experience: Propensity to trust as a substitute for valuable work experience." *Career Development International*, Vol. 17(7). pp. 606 – 625.

Moliterno, T. & Mahony, D. (2011). "Network Theory of Organization: A Multilevel Approach." *Journal of Management*, Vol. 37(2), 443-467

Korsgaard, M.A., Jeong, S., Mahony, D., Pitariu, A. (2008) "A Multi-Level View of Intragroup Conflict" *Journal of Management*, Vol. 34(6) pp. 1222-1252

Mahony, D. & Klaas, B. (2008). "The Role of Compensatory and Retributive Justice in Determining Damages in Employment Disputes." *Journal of Management*, Vol. 34(2) pp. 218-243

Mahony, D. & Klaas, B. (2008) "Comparative Dispute Resolution in the Workplace." *Journal of Labor Research*. Vol. 29 pp. 251-271

Mahony, D. (2007). "Making Partnership Work: Inside the Black Box of Labor-Management Participation." *Journal of Collective Negotiations*, Vol. 21 pp 215-240

Mahony, D. (2007). "How Participatory Work Practices Affect Front-Line Supervisors." *Journal of Labor Research*, Winter, Vol. 28(1) pp.147 - 168

Klaas, B., Mahony, D., & Wheeler, H. (2006). "Decision Making about Workplace Disputes: A Policy-Capturing Study of Employment Arbitrators, Labor Arbitrators, and Jurors" *Industrial Relations*, Vol. 45(1) pp 68 – 95.

Mahony, D., B. Klaas, J. McClendon, & A. Varma. (2005). "The Effects of Mandatory Employment Arbitration Systems on Applicants' Attraction to Organizations." *Human Resource Management*, Winter, Vol. 44(4) pp. 449 - 470

Kruse, D., & Mahony, D. 2000. "Illegal Child Labor in the United States: Prevalence and Characteristics" *Industrial & Labor Relations Review* Vol 54(1).

Fay, C., Risher, H., and Mahony, D. 1997. "The Jobless Organization: Survey Results of the Impact of New Job Design on Compensation." *American Compensation Journal* Vol 6(4).

## BOOKS

Wheeler, H., Klaas, B., & Mahony, D. (2004). *Workplace Justice Without Unions*. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research  
(Selected as one of the *Noteworthy Books in Industrial Relations and Labor Economics, 2004*, by the Industrial Relations Section, Princeton University)

## BOOK CHAPTERS

Mahony, D. & Klaas, B. (2014). "HRM and Conflict Management," in W.K. Roche, P. Teague, A. Colvin eds. *Oxford Handbook of Conflict Management in Organizations*. Oxford University Press.

Mahony, D. & Wheeler, H. (2009) "Adjudication of Workplace Disputes" in *Labor and Employment Law and Economics*, K. Dau-Schmidt, S. Harris, & O. Lobel eds., Northampton, MA: Edward Elgar Publishing pp. 361 - 396

Mahony, D. (2008). "Labor and the Labor Movement: Overview" *Encyclopedia of the Modern World*. New York, NY: Oxford University Press

Colvin, A., Klaas, B. & Mahony, D. (2006) "Research on Alternative Dispute Resolution Procedures" in D. Lewin ed. *Contemporary Issues in Employment Relations*. Labor and Employment Research Association

Wheeler, H., Klaas, B., & Mahony, D. (2006). "Workplace Justice Without Unions: A Summary of a Study." *In Dispute Resolution in the Workplace Vol. 58*. Washington: BNA Books: pp. 121-131

## **PUBLISHED PROCEEDINGS**

Mahony, D. & Brown, J. (2013). "Calibrating Team Confidence: The effect of individual hubris on founding team decision making" *Frontiers of Entrepreneurship Research*, Boston, MA

Klaas, B., Mahony, D., Wheeler, H. (2005). "Decision Making about Workplace Disputes: A Policy-Capturing Study of Employment Arbitrators, Labor Arbitrators, and Jurors" *Proceedings Academy of Management Annual Meeting*, Honolulu, HI

Varma, A., Stroh, L.K., Brendell, C., & Mahony, D. 2000. International Careers and the Female Expatriate: Revisiting the Myths. *Midwest Academy of Management Proceedings*.

Mahony, D., & Varma, A. 1998. Succession Planning in Today's Organizations: Are Individuals with Disabilities Out of the Loop? *Proceedings of the 5th Annual International Conference on Advances in Management*.

## **OTHER PUBLICATIONS**

Mahony, D. (2008). Book Review: "Jobs Aren't Enough: Toward an New Economic Mobility for Low-Income Families," by Roberta Iverson and Annie Armstrong, in *Human Resource Management* Vol. 47 pp.407-408

Mahony, D. (2003). *Book Review*: "At Home and Abroad: U.S. Labor Market Performance in International Perspective", by Francine Blau and Lawrence Kahn, in *Human Resource Management*. Fall, Vol. 42(2) pp. 291-292

## **WORKS IN PROGRESS**

Mahony, D. Korsgaard, M.A., & Pitariu, A. (Revising for Submission) "Antecedents and Consequences of Trust as an Emergent Group Property," *Journal of Applied Social Psychology*.

Mahony, D., Brown, J., & Forster, B. "Calibrating Team Confidence: The effect of individual hubris on founding team decision making". (Writing Results)

Brown, J., Forster, B, & Mahony, D. "CSR Orientation and Performance within Founding Teams". Data collection completed, Writing Results.

Mahony, D. "The Efficacy of Peer Review Panels as Systems of Employee Voice.

Mahony, D. & Pitariu, A. "Expressing Conflict in Groups: When Task Conflict is Really Relational Conflict" Data collection underway

Holmes, J. & Mahony, D. "The Influence of Phenotypicality on the Career Progression of Racial Minorities," Data collection ongoing

## **PRESENTATIONS**

Mahony, D. & Brown, J. "Calibrating Team Confidence: The Effect of Individual Hubris on Founding Team Decision-Making. Presented at the Babson College Entrepreneurship Research Conference, Lyon, France. 2013

Mahony, D. & Pitariu, A. "Antecedents and Consequences of Trust as an Emergent Group Property" Presented at the Academy of Management Annual Meeting, Boston, August 2012

Mahony, D. The Efficacy of Peer Review Panels As Systems of Employee Voice. Presented at the Labor & Employment Relations Annual conference. Chicago, IL. 2012

Klimchack, M., Mahony, D., & Morrell, D. "Can You Take It With You? A field investigation examining work experience portability," Presented at the Academy of Management Annual Meeting, Montreal, Canada. August 2010

Holmes, Jeanne, Mahony, Douglas, and Johnson, Sasha. "Facades of Conformity: Scale Development and Nomological Validation" presented at the Academy of Management Annual Meeting, Chicago, IL. August, 2009

Mahony, Douglas, and Klaas, Brian. "ADR in the Workplace: The Effect of Decision-Maker Type on Wrongful Discharge Claims" presented at the Academy of Management Annual Meeting, Chicago, IL. August, 2009

Klimchak, M., Morrell, D, & Mahony, D. "Career-Long Work Experience: It's the Quality and Not Just the Quantity That Counts" presented at the Academy of Management Annual Meeting, Philadelphia, PA. August, 2007

Mahony, D. & Klaas, B. "The Role of Compensatory and Retributive Justice in Determining Award Decisions and Damages in Employment Disputes" presented at the Academy of Management Annual Meeting, Atlanta, GA. August, 2006  
(Finalist, Best Paper Award, Conflict Management Division)

Klaas, B., Mahony, D., & Wheeler, H. "Decision Making about Workplace Disputes: A Policy-Capturing Study of Employment Arbitrators, Labor Arbitrators, and Jurors" presented at the Academy of Management Annual Meeting, Honolulu, HI, August, 2005

Mahony, D. "Resolving Employment Disputes: Who decides just may cost you your job" presented at the Industrial Relations Research Association 57<sup>th</sup> Annual Meeting, Philadelphia, PA, January 2005

Korsgaard, M.A., Mahony, D. & Pitariu, A. "Identity, Trust in the Work Group and Productive Conflict" presented at the Academy of Management Annual Meeting, New Orleans, LA, August 2004

Varma, A., Mahony, D. & Albarillo, M. "Selection of Individuals with Disabilities for Expatriate Assignments: The Impact of Stereotypical Fit and Clear Standards," Society for Industrial/Organizational Psychology, Chicago, IL, April 2004

Mahony, D., Klaas, B. and Wheeler, H. "Decision-Making and Standards of Evidence in Employment Arbitration: Results from a National Survey of Employment Arbitrators" presented at the Industrial Relations Research Association Meeting 56<sup>th</sup> Annual Meeting, San Diego, CA, January 2004

Wheeler, H., Klaas, B. and Mahony, D. "The Developing Public Policy of Employment Arbitration" presented at the Industrial Relations Research Association Meeting 56<sup>th</sup> Annual Meeting, San Diego, CA, January 2004

Mahony, D., Klaas, B., and McClendon, J. "The Effects of Employment Arbitration and Employee Rights on Organizational Attraction" presented at the Academy of Management Meeting Annual Meeting, Seattle, WA, August 2003

Mahony, D. "The Impact of Labor Management Partnership in the Federal Government: A Case Study" presented at the Industrial Relations Research Association 54<sup>th</sup> Annual Meeting, Atlanta, GA, January 2002

Mahony, D. "Trends in Dispute Resolution for Non-Union Employees: Results from a National Survey." Presented at the 23<sup>rd</sup> Annual Southern Industrial Relations and Human Resource Conference, Charlotte, NC, October 2002

Varma, A., Stroh, L.K., Brendell, C., & Mahony, D. 2000. International Careers and the Female Expatriate: Revisiting the Myths. Paper presented at the Midwest Academy of Management meeting. Chicago, IL.

Varma, A., Stallworth, L. E., & Mahony, D. Human Resource Departments and the Use of Alternative Dispute Resolution Mechanisms: An Empirical Study. Presented at the Industrial Relations Research Association 52nd Annual Meeting, Boston, MA. January 2000

Mahony, D. and Varma, A. "Succession Planning in Today's Organizations: Are Individuals with Disabilities Out of the Loop?" Paper presented at the International Conference on Advances in Management. London, UK, July, 1998

### **INVITED PRESENTATIONS**

Wheeler, H., Klaas, B. & Mahony, D. "Workplace Justice Without Unions: Summary of Study" presented at the 2005 Annual Meeting of the National Academy of Arbitrators, Chicago, IL, 2005.

Mahony, D. "Illegal Child Labor in the United States: Prevalence and Characteristics" Paper presented at the National Consumers League - Conference on Child Labor: Orlando, May 1998.

### **DISCUSSANT**

Discussant: "*Involving Third Parties.*" Academy of Management Annual Meeting, Atlanta, GA, 2006

Discussant: Doctoral Consortium, Industrial Relations Research Association Annual Meeting, Atlanta, GA, 2002

### **SYMPOSIA ORGANIZED**

"Alternative Dispute Resolution in the Workplace." For the Academy of Management Annual Meeting, Chicago, IL. 2009.

"Race Matters: Addressing the Role of Race and Racial Identity in the Workplace." For the Academy of Management Annual Meeting, Chicago, IL. 2009.

## STUDENT THESES AND DISSERTATIONS

### Doctoral Committees:

Shanshan Liu, Dissertation Committee Member 2013 – present  
Louis (Dutch) Fayard, Dissertation Committee Member 2007 – 2008; Placement:  
University of North Texas  
Malayka Klimchak, Dissertation Committee Member, 2007 – 2008, Placement: Winthrop  
University, Rock Hill, SC  
Jeanne Johnson Holmes, Academic Advisor 2005 – 2009; Dissertation Committee  
Member, 2009 – present; Placement: University of Northern Kentucky  
Dan Qu, Doctoral Committee Member, 2008

### Undergraduate Honors Thesis Committees:

Randon Moss, Undergraduate Honors Thesis, 2002 (Chair)  
Timothy D. Amey, Undergraduate Honors Thesis, 2004  
Mark B. Goddard, Undergraduate Honors Thesis, 2002

## TEACHING EXPERIENCE

### Courses Taught:

#### MBA Level:

Lehigh University,  
MBA 405. *Managing People*

Moore School of Business,  
*Global Human Resource Management,*  
*Human Resources*  
*Labor – Management Relations*

#### Undergraduate Level:

Lehigh University,  
*Managing in the International Organization*  
*Organizational Behavior*  
*Human Resource Management*

Moore School of Business,  
*International Human Resource Management*  
*Collective Bargainin*

### Executive Education:

School of Management & Labor Relations, Rutgers University: 1998 - 1999

## **AWARDS AND HONORS**

Axelrod Family Endowed Fellowship (2013, 2014)  
Recognized by the Vice President for Student Affairs, USC for contributions to student development (2003, 2007)  
Two Thumbs Up Award, Office of Disability Services, Univ. of S. Carolina, 2004, 2005  
Best Paper Proceedings, Academy of Management Meetings, 2005  
*Workplace Justice Without Unions* Selected as one of the *Noteworthy Books in Industrial Relations and Labor Economics, 2004*, by the Industrial Relations Section, Princeton University  
Reigel & Emory Fellowship, Moore School of Business, Univ. of S. Carolina, 2002  
Samuel Kinsora Scholarship, Rutgers University, 1994

## **PROFESSIONAL ACTIVITIES**

### **Professional Affiliations**

Academy of Management  
Labor and Employment Relations Association  
Society for Human Resource Management  
Southern Management Association

### **Professional Service**

Treasurer: South Atlantic Chapter, Labor and Employment Relations Association  
(2004-2009)

### **University Service:**

Lehigh University  
Director, Management Program (2015 – present)  
  
Global Steering Committee Member (2014 – present)  
  
Co-Leader, Lehigh in Singapore Program (2013-present)  
  
Chair, Faculty Search Committee, Organizational Behavior/Human Resource Management Fall 2012  
  
College Policy Committee Member (2011 – present)  
  
Faculty Advisor: Management Club (2012 – 2013)  
  
Undergraduate Core Committee Member (2011 – 2015)



MBA Core Committee Member (2010 – present)

Tauk Scholarship Committee Member (2009 – present)

Faculty Search Committee Member, Organizational Behavior (Fall 2010)

Chair, Undergraduate AACSB Learning Objectives Committee (2010-2011)

University of South Carolina

Masters of Human Resource Executive Committee 2002-2008

Faculty Advisor: Student chapter of the Society for Human Resource Management  
2002-2008

Ph.D. Executive Committee, Management Department 2004-2008

Russell House University Union Advisory Board Member 2001-2004

Masters of Human Resource Program Fellowship Interviewer 2001-2005

### **Ad-Hoc Reviewing:**

Academy of Management Journal  
Journal of Management  
Industrial & Labor Relations Review  
Employee Rights and Responsibilities Journal  
Labor Studies Journal  
International Journal of Conflict Management  
Human Resource Management  
Academy of Management (Conflict Management Division)  
Academy of Management (Human Resource Division)  
Academy of Management (Organizational Behavior Division)

### **CONSULTING EXPERIENCE**

**Deutsche Bank AG, Frankfurt Germany** (2014)  
Project: Advise on Organizational Design and Evidence Based Management

**Time Warner Cable, Charlotte, NC** (2008-2010)  
Project: Advise Development of HR analytics

**South Carolina Department of Insurance, Columbia SC** (2007)  
Project: Advise Development of Department's Strategic Staffing Plan

**Bristol-Myers Squibb, New Brunswick, New Jersey** (1998-1999)  
Project: Organizational Design and Training, Survey Development

**Perkin-Elmer Corporation, Norwalk, Connecticut** (1996-1997)  
Project: Global Employee Survey Development, Performance Management

### **RELEVANT NON-ACADEMIC POSITIONS**

Johnson & Johnson International, New Brunswick, New Jersey 1994-1995  
Center for Government Services, Rutgers University, New Brunswick, New Jersey 1993-1995  
Toronto Transit Commission, Toronto, Ontario Canada 1986-1989