

**ROBERT C. GIAMBATISTA, PH.D.**

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**A. BIOGRAPHICAL INFORMATION**

**EDUCATION**

Ph.D. Organizational Behavior, University of Wisconsin-Madison, 1999.

Dissertation: *Reaping the Fruits: Dimensions of Diversity, Communication Technology, and Team Effectiveness.*

M.S. Management Science, Pennsylvania State University, 1987

B.S. Management Science, Pennsylvania State University, 1985

**PROFESSIONAL EXPERIENCE**

INDEPENDENT SYSTEMS CONSULTANT, Phila, PA. 1992-1993. On site at Scott Paper Company.  
COOPERS & LYBRAND, Phila, PA, 1990-1991. Systems Consultant, on site at Scott Paper Co.  
EXXON Co., USA, Houston, TX, 1987-1990. Systems Analyst.

**B. PUBLICATIONS AND CREATIVE ACTIVITIES**

**PUBLICATIONS AND ACCEPTED PAPERS**

Waller, M.J., Giambatista, R.C., & Zellmer-Bruhn, M.E (1999). The Effects of Individual Attention to Time on Group Polychronicity. *Journal of Managerial Psychology, 14*, 244-256.

Waller, M.J., Zellmer-Bruhn, M.E., & Giambatista, R.C (2002). Watching the Clock: Group Pacing Behavior Under Dynamic Deadlines. *Academy of Management Journal, 45*, 1046-1055.

Waller, M.J., Gupta, N., & Giambatista, R.C (2004). Effects of Adaptive Behaviors and Shared Mental Models on Control Crew Performance. *Management Science, 50*, 1534-1544.

Giambatista, R.C. (2004). Jumping Through Hoops: A longitudinal study of leader life cycles in the NBA. *Leadership Quarterly, 15*, 607-624.

Giambatista, R.C., Rowe, G.W., & Riaz, S. (2005). Nothing succeeds like succession: A critical review of the leader succession literature since 1994. *Leadership Quarterly, 16*, 963-995.

Giambatista, R.G. and Hoover, J.D. (2009). An Empirical Test of 'Behavioral Immersion' in Experiential Learning, *Developments in Business Simulation and Experiential Learning, 36*, March 2009.

Hoover, J.D. and Giambatista, R.G. (2009). Why Have We Neglected Vicarious Experiential Learning? *Developments in Business Simulation and Experiential Learning, 36*, March 2009.

Giambatista, R.C. & Bhappu, A.D. (in press). Diversity's Harvest: Varying Diversity Sources and Communication Technology to Enhance Creativity.

Hoover, J.D. & Giambatista, R.C., Sorenson, R.L. & Bommer, W.H. (2010). Effectiveness of Experiential/Behavioral Skill Pedagogy in Skill Acquisition via Assessment Centers. *Academy of Management Learning and Education*.

#### **PAPERS UNDER REVIEW**

Giambatista, R.C. & Hoover, J.D. An Evaluation of Intensity in Skill Development Using Experiential Learning Methodologies. Under 2<sup>nd</sup> review with Academy of Management Learning and Education.

Hoover, J.D., Giambatista, R.C., & Belkin, L.Y. A Model of and Evidence for the Effectiveness of Vicarious Experiential Learning. Under review for the 2010 Academy of Management Conference, Montreal.

Hoover, J.D., Giambatista, R.C., & Klinker, J. A Guided Internship Approach to Management Education: A Study in Skill Acquisition and Retention Under review for the 2010 Academy of Management Conference, Montreal.

#### **MANUSCRIPTS IN PREPARATION FOR SUBMISSION**

Bhappu, A.B., Giambatista, R.C., & Shifren, R. The Effects of Diversity and Communication Media on the Relationship between Conflict and Cohesion in Teams. To be submitted to *Organization Science*.

Bhappu, A.B., Giambatista, R.C., & Shifren, R. The Role of Expectations in Shaping Experiences with and Outcomes from Diversity in Groups. To be submitted to *Organizational Behavior and Human Decision Processes*.

Hoover, J.D., Giambatista, R.C., & Belkin, L.Y. A Model of and Evidence for the Effectiveness of Vicarious Experiential Learning. To be submitted to *Academy of Management Learning & Education*.

Hoover, J.D., Giambatista, R.C., & Klinker, J. A Guided Internship Approach to Management Education: A Study in Skill Acquisition and Retention Under review for the 2010 Academy of Management Conference, Montreal. To be submitted to *Academy of Management Learning & Education*.

#### **WORK IN PROCESS**

Zellmer-Bruhn, M.E, Giambatista, R.C., & Waller, M.J. Can They Keep Pace? Group Behavior Under Ambiguous Deadlines. Targeted for *Academy of Management Journal*, fall 2009.

Giambatista, R.C. & Rowe, W.G. Seasons Change: Integrating Contingency and Life Cycle Approaches to Leader Succession Research on Performance.

Giambatista, R.C., Hoover, J.D., & Westney, E.S. Voices From the Trenches: Personal Reflections of an MBA Program's Experiment with a Course in Executive Skills. To be submitted to *Journal of Management Education*, 2010.

Giambatista, R.C., Zellmer-Bruhn, M., & Waller, M.J. A Model of Team Task Progress Along Temporal Milestones. In preparation for submission to *Academy of Management Review*.

Giambatista, R.C., Zellmer-Bruhn, M.E., & Waller, M.J. Moderators of the Relationship between Task and Time.

Giambatista, R.C. Evidence of Substitutes for Leadership as a Moderator Over Time in the Leader Life Cycle Relationship. To be submitted to *Leadership Quarterly*.

Giambatista, R.C. Change, Stability, and Performance Across a Leader's Tenure. To be submitted to *Leadership Quarterly*.

Hoover, J.D. & Giambatista, R.C. (eds.) An Executive Skills Approach to the Acquisition of Leadership Skills. This will be a book published by Elsevier including the four articles listed above and other chapters by other authors.

### **C. HONORS AND AWARDS**

Best New Faculty Award, from Texas Tech Alumni Association, Texas Tech University, 2003. *This competitive award is mainly based on teaching excellence and innovation.*

### **D. RESEARCH FUNDING**

Awarded \$2,688 from CoBA for coding support of dissertation data, fall, 2000.

Awarded \$10,000 research support from Texas Tech College of Business Administration (CoBA), each of summer 2000 and summer 2001.

Awarded \$20,000 research support from Lehigh University College of Business and Economics, each of summer 2005 and summer 2006.

Awarded \$7,500 research support from Lehigh University College of Business and Economics, summer 2009.

## **F. SCHOLARLY PRESENTATIONS**

### **REFEREED CONFERENCE PRESENTATIONS**

- Giambatista, R.C. & Berkley, R.A. Sham or Shamrock? A Critique of Charles Handy and the Downsizing and Outsourcing 'Subcontract' with America. Presented by myself at the Association on Employment Practices and Principles conference, Organization and Management Theory Division, New Orleans, LA, October, 1995. Published in Proceedings.
- Giambatista, R.C. Jumping Through Hoops: An Examination of the Contributions of Coaches, Players, and Succession to NBA Team Performance. Poster Session, OMT division, Academy of Management conference, Boston, MA, August, 1997.
- Waller, M.J., Giambatista, R.C., & Zellmer-Bruhn, M.E. The Effects of Individual Time Urgency on Group Polychronicity and Effectiveness. Presented by myself at the Joint Symposium on Polychronicity and Organizational Research, Academy of Management conference, Boston, MA, August, 1997.
- Waller, M.J., Zellmer-Bruhn, M.E., & Giambatista, R.C. The Effects of Shifting Deadlines on Attention to Time in Groups. Presented by second author at the Shared Interest Track Session on The Importance of Time, Academy of Management conference, Boston, MA, August, 1997.
- Waller, M.J., Zellmer-Bruhn, M.E., & Giambatista, R.C. The Effects of Shifting Deadlines on Attention to Time in Groups. Poster Session, Presented at the Center for Human Performance in Complex Systems, Madison, WI, May, 1998.
- Zellmer-Bruhn, M.E, Giambatista, R.C., & Waller, M.J. Can They Keep Pace? Group Behavior Under Ambiguous Deadlines. Presented at the Joint Symposium, "A Time for Teams", Academy of Management conference, Toronto, August, 2000.
- Giambatista, R.C. Jumping Through Hoops: A Longitudinal Study of Leader Life Cycles in the NBA. Presented in Interactive Paper Session, Academy of Management Conference, Denver, August, 2002.
- Giambatista, R.C. Clever Tricks or Crucial Interventions? Dimensions of Diversity, Communication Technology, and Group Effectiveness. Presented at Academy of Management Conference, Seattle, August 2003.
- Bhappu, A.D. & Giambatista, R.C. Using communication technology to enhance knowledge exchange and decision-making in diverse groups. Presented at Academy of Management Conference, New Orleans, August 2004.
- Hoover, J.D. & Giambatista, R.C. Effectiveness of Experiential/Behavioral Skill Pedagogy in Skill Acquisition via Assessment Centers. Presented at Academy of Management Conference, Atlanta, August 2006.

Giambatista, R.C. & Hoover, J.D. An Evaluation of "Intensity" in Skill Development Using Experiential Learning Methodologies. Presented at Academy of Management Conference, Philadelphia, August 2007.

Giambatista, R.C. Seasons Change: Integrating Contingency and Life Cycle Approaches to Leader Succession Research on Performance. Presented at Academy of Management Conference, Philadelphia, August 2007.

*Giambatista, R.C. Seasons Change: Integrating Contingency and Life Cycle Approaches to Leader Succession Research on Performance. Accepted for roundtable at Festschrift honoring Jerry Hunt, Texas Tech University, October 2007. Unable to attend due to imminent birth of child.*

Giambatista, R.G. and Hoover, J.D. An Empirical Test of 'Behavioral Immersion' in Experiential Learning. To be presented at the Association for Business Simulation and Experiential Learning (ABSEL) conference, Spring 2009.

Hoover, J.D. and Giambatista, R.G. Why Have We Neglected Vicarious Experiential Learning? To be presented at the Association for Business Simulation and Experiential Learning (ABSEL) conference, Spring 2009.

#### **REFEREED WORKSHOPS**

Giambatista, R.C., Hoover, J.D., & Westney, E.S. Voices From the Trenches: Personal Reflections of an MBA Program's Experiment with a Course in Executive Skills. Presented at Academy of Management Conference AME/JME Writer's Workshop, Anaheim, August 2008.

Hoover, J.D. & Giambatista, R.C. The Questions We Ask: Why Have We Neglected Vicarious Experiential Learning? Accepted for Academy of Management Conference AME/JME Writer's Workshop, Anaheim, August 2008.

#### **INVITED PRESENTATIONS**

Giambatista, R.C. & Hoover. Effectiveness of Experiential/Behavioral Skill Pedagogy in Skill Acquisition via Assessment Centers. Presented to Department of Management Research Seminar Series, Lehigh University, 4/26/06.

Giambatista, R.C. Seasons Change: Integrating Contingency and Life Cycle Approaches to Leader Succession. Presented to Texas Tech Area of Management Doctoral Seminar, 10/20/06.

## G. TEACHING

### TEACHING EXPERIENCE

Lehigh University:

- *Management of People and Operations, Fall 2004-Spring 2007*
- *Management of People, Fall 2007-current*

Fall 2004 aggregate evaluation	2.7/5.0
Spring 2005 aggregate evaluation	3.2/5.0
Fall 2005 aggregate evaluation	4.0/5.0
Spring 2006 aggregate evaluation	4.1/5.0
Fall 2006 aggregate evaluation	3.85/5.0
Spring 2007 aggregate evaluation	3.91/5.0
Fall 2007 aggregate evaluation	3.93/5.0
Spring 2008 aggregate evaluation	3.81/5.0

*Note: The structure of this class changed greatly in Fall 2006 (to a co-taught design separating Operations Management & Organizational Behavior) and again in Fall 2007 (to a traditional 3-credit survey management course)*

#### • *Negotiation*

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|--------------------------------------|----------|
| MBA program (GBUS 447), Spring 2007  | 4.73/5.0 |
| Spring 2008                          | 4.56/5.0 |
| MACC Program (MACC 401), Summer 2007 | 4.81/5.0 |

Texas Tech University:

- *Negotiation and Conflict Management, Fall 2000-current.*

Aggregate evaluation	Graduate: 4.52/5.0	Undergraduate: 4.77/5.0
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- *Executive Skills, Spring 2001, Summer 2001-2002, Fall 2003*

Aggregate Evaluation	4.36/5.0
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- *Honors Seminar: History of Management Thought, Spring 2002-2004*

Aggregate evaluation	5.00/5.0
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- *Doctoral Seminar, Co-Teacher, Philosophy of Science, Summer 2002*

Not evaluated	
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University of Wisconsin:

- Negotiation and Conflict Management, Summer 1999-Spring 2000.*
- Managerial Decision Making, Spring 1997-Spring 2000.*
- Organizational and Management Processes, Summer 1995, 1996, Fall 1996, Summer 1998.*
- Organizational Behavior (Teaching Assistant), Fall 1993-Spring 1996.*

Pennsylvania State University:

- Business Statistics (Teaching Assistant), Fall 1984-Fall 1986.*

## H. SERVICE

### UNIVERSITY/COLLEGE/DEPARTMENT/INTERDISCIPLINARY PROGRAMS

- Chair, OB/HR Search Committee, Summer 2008-current
- Member, College Policy Committee, Fall 2008-current
  
- Member, Center for Developing Urban Education Leaders, 2007-current
- Member, OB Search Committee, 2007-2008
- Instructor, LAMP III Negotiation module, Spring 2007-2008
- Member, Undergraduate Core Curriculum Committee, Fall 2007-current
- Member, Student Evaluation of Instruction Committee, Fall 2007-Summer 2008
- Advisor of Management Majors (currently 9 advisees), 2007-current
  
- Chair, OB/HR Search Committee, Summer 2006-Fall 2006
- Member, Ed Pol Committee, Fall 2006-Spring 2007
- Activities relating to development of Management Major: identification of curriculum for major and particularly the “managing people” track, developing poster for annual Majors fair, participation in majors fair, 2006-current
- Facilitator, Online MBA Leadership Assessment, January 2006
- Developed journal quality rankings for OB/HR group in Management Department, 2006
- Member, Faculty Seminar on Large Lecture Instruction (ITALLIC), led by Greg Reihman, Spring 2006-current
- Senior Open House, 2006-current
- Lehigh Life Days, 2006-current
  
- Member, CBE Task Force on Ethics, December 2005-2007
- Heavily involved with Sue Sherer (Department of Management Head) on issues relating to split and staffing of MGT 280, 2005-2006
- Cited in NY Times weekly career advice column, 11/13/2005  
Villano, Matt *Career Couch: When the Job Isn't as Promised*  
This was part of Tom Yenko's charge to improve faculty visibility nationally

## **PROFESSIONAL SERVICE**

- Ad hoc reviewer for:
  - Journal of Management Studies
  - Organization Science
  - Academy of Management Review
  - Leadership Quarterly
  - Journal of Management Inquiry
- OB Division Reviewer, annual Academy of Management conference, 1999-current
- Member, Academy of Management
- Member, OB, OMT and Research Methods Divisions, Academy of Management
- Discussant for session on New Developments in Work Motivation, sponsored by Organizational Behavior division, Academy of Management conference, Boston, MA, August, 1997.
- Member, Management & Human Resources Curriculum Committee, University of Wisconsin

## **ADDITIONAL AWARDS, PROFESSIONAL ACTIVITIES, AND SERVICE**

- Honors Program in Management Director, 2001-current.***
- Honors Program in Management Committee, Area of Management, fall 2000-spring 2001.
- Doctoral Programs Committee, 2002-current.
- Faculty Support Spaces Committee, CoBA, spring 2002?
- Textbook Committee, CoBA, spring 2002-current.
- Undergraduate Programs Committee, fall 2000-?.
- Recruiting Committee, Area of Management, fall 2000-current.
- Instructional Resources Subcommittee (for accreditation), CoBA, spring 2001-current
- Served on one doctoral dissertation committee
- Senior Research Fellow, Institute for Leadership Research, Texas Tech, 2000-current.
- Nominated for OB/OMT/OD doctoral student consortium at 1998 Academy of Management Conference, San Diego.
- Tutored Research Methods in Industrial Relations (graduate level), Fall 1996-Spring 2000, UW-Madison under Professor Donald P. Schwab.
- Selected to co-chair the Teaching Improvement Program of the School of Business, 1994-1995.
- Guest lectured “Business Ethics” for Organizational Behavior (undergraduate level), Fall 1993 - Spring 1995, UW-Madison. Instructor Beverly Schmid.
- Paid reviewer for manuscript of Schermerhorn, J.R., Hunt, J.G., & Osborn, R.N. (1997). Organizational Behavior, 6<sup>th</sup> edition. New York: Wiley.
- Research Project Assistant to Mary J. Waller, Ph.D., Department of Management and Human Resources, UW-Madison, 1997-1998.
- Graduate Research Assistant to Ramon J. Aldag, Ph.D., Department of Management and Human Resources, UW-Madison, 1994.