

STEVEN M. SOMMER

smsommer@uci.edu

EDUCATION

Ph.D. – Management (awarded June 1989)

(Areas of specialization: Organizational Behavior, Organizational Development & Change) Graduate School of Management, University of California, Irvine.
[Jone L. Pearce (chair), Lyman Porter, Newt Margulies]

M.B.A. (Management, Marketing),

College of Business Administration, San Diego State University; San Diego, CA.
[Delbert Nebeker – thesis chair]

B.A. - Political Science (International Relations, formerly fluent in Mandarin),
University of California; Berkeley, CA.

FULL TIME ACADEMIC EMPLOYMENT

- 2011 - **Lecturer**, Merage School of Business, University of California, Irvine & School of Business Administration, University of California, Riverside
- 2007 - 2011 **Full Professor**, Graziadio School of Business and Management
Pepperdine University, Los Angeles, CA
- 2004 - 2007 **Associate Professor**, Graziadio School of Business and Management
Pepperdine University, Los Angeles, CA
- 2002 - 2004 **Visiting Associate Professor**, Graduate School of Management,
University of California, Irvine, CA
- 2001 - 2002 **Visiting Associate Professor**, Anderson Graduate School of Management,
University of California, Riverside, CA
- 1995 - 2000 **Associate Professor (tenured)**, Department of Management,
College of Business Administration, University of Nebraska.
- 1989 - 1995 **Assistant Professor**, Department of Management,
College of Business Administration, University of Nebraska.

PART TIME ACADEMIC

- Spring 2012 Instructor, School of Business and Economics
California State University – Fullerton
- 2007 – 2011 Lecturer, Merage School of Business
University of California, Irvine
- Fall 2004 Instructor, School of Business and Economics
California State University – Fullerton
- Fall 2003 Instructor, Marshall School of Business
University of Southern California
- Spring/
Summer 2003 Instructor, Peter Drucker School of Management
Claremont University
- 1988 - 1989 Instructor, College of Business and Economics
California State University – Fullerton
- 1986 – 1989 Instructor, Graduate School of Management
University of California, Irvine

SELECTED PROFESSIONAL EMPLOYMENT

Assistant Director, University of California Management Institute,
University of California, Irvine. Irvine, CA

Resident Director
El Conquistador; San Diego, CA

Student Affairs Officer, Office of Student Activities
University of California; Berkeley, CA.

Library Circulation Supervisor, University of California Main Library.
Berkeley, CA

Project Manager Co-op Intern, Nuclear Services Corporation
San Jose, CA

Officer Candidate, United States Marine Corps Reserve
Quantico, VA; Berkeley, CA

Crew Supervisor, Russell's Fine Furniture
San Jose, CA

SIGNIFICANT LONG TERM ORGANIZATIONAL CONSULTING EXPERIENCE

Regional Consultant (2-year contract @ 20% FTE), State Farm Insurance Companies
(major projects - started diversity task force, assisted with interviewing and hiring HR specialists, facilitated large-scale organizational restructuring, advised executive staff)

Member, Governor's Task Force on Affirmative Action, State of Nebraska (1996-2000;
reappointed through 2004 but moved to California).
(oversight and certification of all State code agencies regarding AA and diversity plans,
recommend policies to Governor, implemented reward system to recognize and promote
diversity activities)

Consultant, Madonna Rehabilitation Hospitals
(5 year project – culture change, TQM and process redesign)

Consultant, Nebraska Department of Education
(3 year project – culture assessment, survey feedback process, implement quality
initiative programs)

ACADEMIC ORGANIZATIONS

Member:

Academy of Management
Western Academy of Management
Decision Sciences Institute
Organizational Behavior Teaching Society

Positions:

2007 Organizational Behavior Teaching Society, Conference Coordinator
2005 – 2007, Organizational Behavior Teaching Society, Executive Board Member At-Large
2005, OB Track Chair, Western Academy of Management
2002-2003, Chair, Academy Council, Academy of Management
2001-2002, Member, Academy Council, Academy of Management
2000-2008, Membership Services Committee, Academy of Management
2001-2002, Past President, Western Academy of Management
2000-2001, President, Western Academy of Management
1999-2000, Program Chair, Western Academy of Management
1998-1999, Vice-President-Elect, Western Academy of Management
1996, 1997, 1998 Pre-Conference Co-coordinator, Mid-Career Forum, Academy of Management
1994-1997, Volunteers Committee, Academy of Management
1995 Track Co-chair, Organizational Theory and Behavior Division, DSI

HONORS AND AWARDS

2009 Nominated for Howard White Excellence in Teaching Award, Pepperdine University

2000 Nominated for University of Nebraska Excellence in Graduate Education Award

1998 “Best Reviewer Award” Academy of Management Journal

1998 Ascendant Scholar, Western Academy of Management.

1997 Innovative Session Award, Academy of Management.

1996 Past Presidents’ Best Paper Award Finalist, Western Academy of Management Meetings.

1996 Fellow, UNL/AAHE Peer Teaching Review Program

1996 Fellow, Institute for Judaic Studies, University of Nebraska.

1992-1993 College of Business Administration Distinguished Teaching Award.

1991 Past Presidents' Best Paper Award, Western Academy of Management Meetings.

Nominated for the S. Raines Wallace Award for the Best Dissertation in Industrial and Organizational Psychology, 1989.

Elected to Beta Gamma Sigma, May 1989

1988-89 Richard D. Irwin Fellowship; Richard D Irwin Foundation, Homewood, Ill.

1987-1988 Regents' Dissertation Fellowship; University of California, Irvine.

GRANTS

“Market Economics Education and Management Development Training for Albania.”

“Market Economics Education and Management Development Training for Yugoslavia.”

“A comprehensive training program for economic restructuring, democratic institution strengthening, and quality of life for Albania.”

“U. S. University Affiliations Program for Albania and Macedonia.” U. S. Information Agency.

“Peer Review Program for Improving Teaching Excellence at UNL.” American Association for Higher Education.

“The Impact of Social Support on Entrepreneurial Success.” Kauffmann Center for Entrepreneurship

“Developing a training course for virtual teams.” Julian Virtue program, Pepperdine University

PUBLICATIONS

Refereed Journal Publications

- Sommer, S. M. "Navigating the rough C's of OB: Competition, Conflict, & Confrontation." Journal of Organizational Behavior (conditional acceptance).
- Rodriguez, L. T., Sommer, S. M. & Beakey, D. "It's a hard knock life: The role of psychological hardiness on entrepreneurial performance." Journal of Business and Management. (Revise and resubmit requested)
- Sommer, S. M. & Rockey, E. (2011). "The ABC's of effective feedback." Graziadio Business Review, 14(1)
- Rioli-Saltzman, L. & Sommer, S. M. (2010). "Group explanatory style as a predictor of individual turnover behavior in a manufacturing setting." Journal of Business and Management, 16: 51-73.
- Sommer, S. M. (2006). "The moments that matter in Fred Luthans academic career." Journal of Management Inquiry, 15: 36 – 44.
- McCord, L., Mallinger, M., Motamedi, K. Sommer, S. M., Valadez, R., & David A. (2006). "Graziadio Faculty discuss ethics; Are there rules to ethical conduct?" Graziadio Business Report, 9(2), on line.
- Luthans, K. & Sommer, S. M. (2005). "Value-Added Human Resource Management: An Examination of the Impact of High Performance Work Practices in the Electric Utility Industry." Journal of Managerial Issues, 17: 327-345.
- Farner, S., Luthans, F., & Sommer, S. M. (2001). "Employee attitudes and quality service: The impact on objective measures and customer perceptions." Managing Service Quality, 2: 350-358
- Stephens, G. K. & Sommer, S. M. (2001). "Memories of a relationship: Reflections of Lyman Porter's protégés." Journal of Management Inquiry, 10: 190-196.
- Sully de Luque, M. & Sommer, S. M. (2000). "The impact of culture on feedback seeking behavior: An integrated model and propositions." Academy of Management Review, 25: 829-849.

One of 83 articles selected for inclusion in Andrews & Mead (2009). Cross-Cultural Management Routledge series on critical perspectives on business and management. The series has been called "an almost perfect outline for overall reviews of the field like the ones used in doctoral programs" (International Journal of Cross-Cultural Management, 2009, 9(3): 379).

- Sommer, S. M., Welsh, D. H. B., & Gubman, B. L. (2000) "The ethical orientation of Russian entrepreneurs." **Applied Psychology: An International Review**, 49: 688-708.
- Stajkovic, A. & Sommer, S. M. (2000). "Effects of causal attribution on self-efficacy: A reciprocal link." **Journal of Applied Social Psychology**, 30: 707-737.
- Luthans, K. & Sommer, S. M. (2000) "What do High Performance Work Practices really mean?" **Management Quarterly**, 41: 7-19.
- Luthans, B. & Sommer, S. M. (1999). "The impact of downsizing on workplace attitudes: Differing reactions of managers and staff in a health care setting." **Group and Organization Management**. 24: 46-70.
- #4 all time read article per editorial citation and download database.
- Song, C. H., Sommer, S. M., & Hartman, A. E. (1998). "The impact of an additional rator on the interdepartmental cooperative behaviors of workers." **International Journal of Conflict Management**, 9(2): 116-137.
- Luthans, F., Cox, L. & Sommer, S. M. (1996). "A microcosm of organizational behavior in Eastern Europe: The motivation and attitudes of Albanian business leaders." **Journal of International Business and Entrepreneurship**, 4: 75-89.
- Stephens, G. K. & Sommer, S. M. (1996). A multi-dimensional measure of work-family conflict. **Educational and Psychological Measurement**, 56: 475-486. To be reprinted in the Handbook of Work-Family Measurement.
- Abstracted and instrumentation reprinted in J. Touliatos, B.F. Perlmutter, and M.A. Straus, *Handbook of Family Measurement Techniques*, Thousand Oaks, CA: Sage Publications (2001).
- Sommer, S. M., Bae, S. H., & Luthans, F. (1996) "Antecedents of organizational commitment in large Korean firms." **Human Relations**, 46: 977-994.
- Stephens, G. K. & Sommer, S. M. (1995). Linking work-family conflict, work based social support and work group trust with job involvement and organizational citizenship behavior: Testing a path analytic model. **Journal of Health and Human Resource Administration**, Summer, 248-264
- Sommer, S. M. (1995). "Social competition: identifying new perspectives and strategies for task motivation." **International Journal of Conflict Management**, 6: 239-256.
- Sommer, S. M., Bae, S. H., & Luthans, F. (1995) "The impact of organizational structure on organizational climate in Korean organizations." **Asia-Pacific Journal of Management**, 12: 23-36.

Sommer, S. M. & Merritt, D. E. (1994). "The impact of a TQM intervention on work attitudes in a health care organization." **Journal of Organizational Change Management**, 7: 53-62.

Sommer, S. M. & Marsnik, P. (1993). "Job reengineering: Addressing the future" **Management Quarterly**, 34: 19-31.

Welsh, D. H. B., Luthans, F., & Sommer, S. M. (1993). "Managing Russian factory workers: Analysis of intrinsic, extrinsic, and behavioral management techniques." **Academy of Management Journal**, 36: 58-79.

Sommer, S. M. (1993). "Improving performance effectiveness: Making competition work for you." **Management Quarterly**, 34: 33-42.

Luthans, F., Welsh, D. H. B., & Sommer, S. M. (1993). "Organizational Behavior Management goes to Russia: Replicating an experimental analysis across cultures and tasks." **Journal of Organizational Behavior Management**, 13: 15-36.

Welsh, D. H. B., Sommer, S. M., & Birch, N. (1993). "Changing performance among Russian retail workers: Effectively transferring American management techniques." **Journal of Organizational Change Management**, 6: 34-50.

Book Chapters:

Sommer, S. M. (2002). Group and Team Dynamics. In Luthans (ed) **Organizational Behavior** Primus data base (2nd edition). New York: McGraw-Hill, Inc.

Sommer, S. M. (1995). Group and Team Dynamics. In Luthans (ed) **Organizational Behavior** Primus data base. New York: McGraw-Hill, Inc.

Instructional Exercises:

Sommer, S. M. (2003). "Using *Gung Ho* to understand cultural differences." In Luthans, **International Management**, 5th Edition. New York: McGraw-Hill, Inc.

Sommer, S. M. (1999 - 2008). "Using *Gung Ho* to understand cultural differences." In Luthans, **International Business**, 3rd – 5th Edition. New York: McGraw-Hill, Inc.

Sommer, S. M. (1994 – 2009) "The TGIF Exercise." In Luthans, **Organizational Behavior**, 7th through 13th Editions. New York: McGraw-Hill, Inc.

Sommer, S. M. (1994 – 2009). "Using *Gung Ho* to understand cultural differences." In Luthans, **Organizational Behavior**, 7th through 13th Editions. New York: McGraw-Hill, Inc.

Editorial Material:

Sommer, S. M. (2010). "A different shade of green. Introduction to "The green in entertainment: A conversation" **Journal of Management Inquiry**, 17: 203.

Sommer, S. M. (2008). "The "Western" gentle giant. The REAL Craig Lundberg." **Journal of Management Inquiry**, 17: 339-340.

Sommer, S. M. (2007). "Sharing a laugh with Michael Porter." **Journal of Management Inquiry**, 16: 254.

Sommer, S. M. (2006). "Adversary? Or Partner? What role does Malcolm Gladwell play in the arena of Organizational Scholarship?" **Journal of Management Inquiry**, 15, forthcoming.

Sommer, S. M. (2006). "Editor's introduction: Interview with Scott Howson." **Journal of Management Inquiry**, 15: 288-299.

Sommer, S. M. (2006). "Editor's introduction" **Journal of Management Inquiry**, 15: 35-36.

Sommer, S. M. (2005). "Editor's introduction" **Journal of Management Inquiry**, 14: 343.

Proceedings:

Sully de Luque, M.F., & Sommer, S.M. (2002). "Listening outside the box: Complexity in socio-cultural exchange." ***International Western Academy of Management Proceedings, Lima, Peru.***

Cox, L. & Sommer, S. M. (1998). "Attributional styles of entrepreneurs." **Ventures**, proceedings of the 1998 Babson Conference.

Marsnik, P., Luthans, F., & Sommer, S. M. (1998). "The effect of extrinsic rewards on the quantity and creativity of suggestions of organizational participants." **Proceedings of the 29th Meetings of the Decision Sciences Institute.**

Stark, G. & Sommer, S. M. (1996). "Self-assessment versus self-verifications: Motives for feedback seeking behavior." **Proceedings of the 27th Meetings of the Decision Sciences Institute.**

Envick, E., Sommer, S. M., & Anderson, R. (1996). A comparison of the social comparison tendencies of public and private sector entrepreneurs." **Proceedings of the 16th Annual Entrepreneur Research Conference.**

- May, D. R., Luthans, F., Sommer, S. M., Wright, T., Morris, A. (1995). "Managing teams in organizations: Implications for the changing nature of work." **Proceedings of the 26th Meetings of the Decision Sciences Institute.**
- Sommer, S. M., Luthans, F. & Flannery, B. (1994). Implications of the attributional tendencies of Eastern European managers: A cross-cultural analysis. **Proceedings of the 25th Meetings of the Decision Sciences Institute.**
- Lee, S. M., Luthans, F., Digman, L., Sebor, T., Sommer, S. M., Kim, B., & May, D. (1994). Towards world class organizations: Identifying the strategic pillars. **Proceedings of the 25th Meetings of the Decision Sciences Institute.**
- Sommer, S. M., Karsten, R., & Davis, S. (1993) "Perceptions of system success and failure in end-user--systems analyst interactions: The impact of attributional bias on intergroup collaborations." **Proceedings of the 24th Meetings of the Decision Sciences Institute.**
- Sommer, S. M. & Merritt, D. E. (1993) "The impact of TQM educational program on job attitudes in a health care organization." **Proceedings of the 24th Meetings of the Decision Sciences Institute.**
- Luthans, F., Bae, S. H., & Sommer, S. M. (1993). "The impact of structure on organizational climate in Korean organizations." **Proceedings of the International Decision Science Institute.**
- Sommer, S. M., Bae, S. H., & Luthans, F. (1993). "The antecedents of organizational commitment in large Korean organizations." **Proceedings of the X Pan-Pacific Conference.**
- Sommer, S. M. (1992). "Informal competition: Identifying new perspectives and strategies for task motivation." **Proceedings of the 23rd Meetings of the Decision Sciences Institute.**

SYMPOSIA ORGANIZED

“Developing Psychological Capital in Entrepreneurs”
2011 Western Academy of Management Meetings

“Characteristics of Successful Entrepreneurs.”
2009 Western Academy of Management Meetings

“To cheat or not to cheat? Is no longer a question. A panel discussion about the answer”
2005 Western Academy of Management Meetings

“Creating positive organizations: Action on knowledge, psychological well-being, social support, and stress.” “
2004 Academy of Management Meetings

“Creating a research agenda for Centers of Socially Responsible Organizations”
2002 Western Academy of Management Meetings

“The impact of new organizational forms on the management of performance information.”
2001 Western Academy of Management Meetings.

“Finding the moral center: Is there a place for virtue and values in organizations?”
1999 Academy of Management Meetings.

“The Impact of Trust on Interpersonal Behavior.”
1998 Academy of Management Meetings.

“The Impact of Culture on Information Seeking Behavior.” (with Mary Sully de Luque).
1998 Academy of Management Meetings

“Renewing our desire to translate research into practice: What to do when the messenger is stale.” 1998 Western Academy of Management Meetings

“The Role of Trust in Understanding Workplace Cooperation and Competition.”
1996 Academy of Management Meetings

“Managing Teams in Organizations: Implications of the Changing Nature of Work.”
1995 Decision Science Institute Meeting

“Toward World Class Organizations: Identifying the Strategic Pillars.”
1994 Decision Sciences Institute Meeting

"The Challenges of Management Education, Training, and Development in Eastern Europe."
1992 Western Academy of Management

CONFERENCE PRESENTATIONS

Cox, L. & Sommer, S. M. (2012, March). “Evidence supporting the ability to develop the Psychological Capital of successful entrepreneurs.” Western Academy of Management, LaJolla, CA.

Graz

Cox, L. & Sommer, S. M. (2011, March). “Evidence supporting the ability to develop the Psychological Capital of successful entrepreneurs.” Western Academy of Management, Vicotria.

- Sommer, S. M. & Stark, G. (2010, November). "The influence of learning orientation on task performance and referent choice." Graziadio School of Business and Management, Faculty Research Conference, Los Angeles, CA.
- Cox, L. & Sommer, S. M. (2010, February). "The attributional tendencies of entrepreneurs." Graziadio School of Business and Management, Faculty Research Conference, Los Angeles, CA.
- Sommer, S. M. (2009, March). "A review of the relationship between resiliency and entrepreneur performance." Western Academy of Management. Park City, Utah.
- Sommer, S. M. (2009, March). Panelist. "50 at WAM's 50" Western Academy of Management. Park City, Utah.
- Sommer, S. M. (2008, March). Facilitator/Presenter. Doctoral/Junior Faculty Professional Development Workshop. Western Academy of Management Meetings. Oakland, CA
- Sommer, S. M. (2007, March). Facilitator/Presenter. Doctoral/Junior Faculty Professional Development Workshop. Western Academy of Management Meetings. Missoula, MT.
- Wright, T. A. & Sommer, S. M. (2006, March). "The Emergence of Job Satisfaction in Organizational Research: A Historical Overview of the Dawn of Job Attitude Research." Paper presented at the Western Academy of Management Meetings, Long Beach, CA.
- Wright, T. A. & Sommer, S. M. (2005, August). "Some ethical considerations of the consumer metaphor in management education." Paper presented at the Society of Business Ethics Meetings. Honolulu, HI.
- Rodriguez, L. T. & Sommer, S. M. (2004, August). "The moderating impact of social support on the relationship between the entrepreneurs' psychological hardiness and performance." Paper presented at the Academy of Management Meetings, New Orleans, LA
- Coombs, G. & Sommer, S. M. (2004, August). "Social comparison and contact theory: Career development implication for African American Managers." Paper presented at the Academy of Management Meetings, New Orleans, LA
- Wollan, M. L., & Sommer, S. M. (2004, June). "Shared identity with coworkers who leave: Identifying impacted employees." Paper presented at the European Group for Organization Studies Meeting. Ljubljana, Slovenia
- Sully de Luque, M. F., Sommer, S. M. & Wollan, M. (2003, August). "Direct or indirect, that is the question: Validating a scale of multiple feedback seeking strategies." Paper presented at the Academy of Management Meetings, Seattle, WA.

- Rodriguez, L. T. & Sommer, S. M. (2003, August). "It's a hard knock life: The role of psychological hardiness on entrepreneurial performance." Paper presented at the Academy of Management Meetings, Seattle, WA.
- Riulli, L. & Sommer, S. M. (2003, August) " Paper presented at the Academy of Management Meetings, Seattle, WA.
- Wollan, M. & Sommer, S. M. (2003, April) "Saying farewell: Management as a performance art." Paper presented at the Western Academy of Management, Palm Springs, CA.
- Combs, G. M. & Sommer, S. M. (2003, March) "Social Comparison and Contact Theory: Implications for African American Managers' Career Development." Paper presented at the Midwest Academy of Management Meetings, St. Louis, MO.
- Sully de Luque, M. F. & Sommer, S. M. (2002, July). "Listening outside the box: Complexity in socio-cultural exchange." Paper presented at the International Western Academy of Management Meetings, Lima Peru.
- Wollan, M. & Sommer, S. M. (2002, March) "Parting Takes Time: An Organizational Separation and Exit Transition Model" Paper presented at the IOOB Graduate Student Conference.
- Rodriguez, L. T., & Sommer, S. M. (2001, April). "The Dynamic Role of the Organizational Context on Issues of Social Support." Paper presented at the Western Academy of Management Meetings, Sun Valley, ID.
- Stark, G. & Sommer, S. M. (2000, August). "The impact of feedback seeking motive on feedback seeking behavior." Paper presented at the Academy of Management Meetings, Toronto, Canada
- Sully de Luque, M. F. & Sommer, S. M. (2000, July). "Feedback seeking behavior in a cross cultural perspective." Paper presented at the International Western Academy of Management Meetings. Shizuoka, Japan.
- Stark, G. & Sommer, S. M. (2000, April). "Why do you ask? Development of a scale to measure feedback-seeking behavior motive." Paper presented at the Western Academy of Management. Kona, HI.
- Sully de Luque, M. F. & Sommer, S. M. (2000, April). "Is there anything else? Reading between the lines of culture." Paper presented at the Western Academy of Management. Kona, HI.
- Dougherty, D. S. & Sommer, S. M. (1999, Nov.). "Role status expectancy and gendered transactions: Sociological gender and perceptions of conflict." Paper presented at the National Communication Association Convention. Chicago.

- Daly, J. P. & Sommer, S. M. (1999, August). "Sportsmanship at work: The impact of social and formal competition on discretionary behaviors." Paper presented at Academy of Management Meetings. Chicago. IL.
- Rodriguez, L. T. & Sommer, S. M. (1999, April). "Entrepreneurial activity in search of the 'American Dream.'" Paper accepted at the 1999 Babson Conference, Columbia, SC.
- Stark, G. & Sommer, S. M. (1999, April). "A comparison of motives for feedback seeking behavior in organizations." Paper presented at the Midwest Academy of Management. Lincoln, NE.
- Riulli-Saltzman, L. & Sommer, S. M. (1999, March). "Group member explanatory style as a predictor of group performance and turnover in a manufacturing setting." Paper presented at the Western Academy of Management. Redondo Beach, CA.
- Rodriguez, L. T. & Sommer, S. M. (1999, March). "Bringing the entrepreneur into focus through an interactionist lens." Paper presented at the Western Academy of Management. Redondo Beach, CA.
- Sully de Luque, M. F. & Sommer, S. M. (1999, March). "The multi-dimensional complexity of two cross-cultural characteristics: An exploratory empirical analysis." Paper presented at the Western Academy of Management. Redondo Beach, CA.
- Marsnik, P., Luthans, F. & Sommer, S. M. (1998, November). "The effect of extrinsic rewards on the quantity and creativity of suggestions of organizational participants." Paper presented at the Decision Sciences Institute, Las Vegas, NV.
- Luthans, K. & Sommer, S. M. (1998, August). "Value-Added Human Resource Management: An Examination of the Impact of High Performance Work Practices In the Electric Utility Industry." Paper presented at the Academy of Management Meetings. San Diego, CA.
- Sommer, S. M. & Daly, J. P. (1998, August). "Deciding to play fair: The impact of trust on competitive behavior." Paper presented at the Academy of Management Meetings. San Diego, CA.
- Sully de Luque, M. F. & Sommer, S. M. (1998, August). "The impact of culture on feedback seeking behavior: Integrated model and propositions." Paper presented at the Academy of Management Meetings. San Diego, CA.
- Cox, L. & Sommer, S. M. (June, 1998). "Attributional styles of entrepreneurs." Paper presented at the 1998 Babson Conference. Belgium.

- Luthans, K. & Sommer, S. M. (1998, April). "Exploring the true meaning of High Performance Work Practices." Paper presented at the Midwest Academy of Management Meetings, Kansas City, MO.
- Song, C. & Sommer, S. M. (1998, April) "An integrated model of newcomer socialization." Paper presented at the Midwest Academy of Management Meetings, Kansas City, MO.
- Sommer, S. M. (1998, March). "Peer review: Renewal through the eyes of others." Paper presented at the Western Academy of Management, Portland, OR.
- Stark, G. & Sommer, S. M. (1997, November). "The role of individual differences in feedback seeking behavior." Presented at the 28th Annual Meetings of the Decision Sciences Institute.
- Cox, L. & Sommer, S. M. (1997, June) "A comparison of motivational orientations between entrepreneurs and traditional managers." Presented at the 1997 Pan-Pacific Conference.
- Song, C. H., Sommer, S. M., & Hartman, A. E. (1997, April) "The impact of an additional rator on the interdepartmental cooperative behaviors of workers." Presented at the Western Academy of Management, Lake Tahoe, CA.
- Farner, S., Sommer, S. M., & Luthans, F. (1997, April). "Analysis of organizational behavior antecedents to customer quality service." Presented at the Midwest Academy of Management, Ann Arbor, MI.
- Luthans, B. & Sommer, S. M. (1997, April). "The longitudinal study of the impact of a TQM and downsizing intervention in a health care organization." Presented at the Midwest Academy of Management, Ann Arbor, MI.
- Stark, G. & Sommer, S. M. (1997, April). "Motives for feedback seeking behavior: The moderating effects of organizational tenure and impression management." Presented at the Midwest Academy of Management, Ann Arbor, MI.
- Stark, G. & Sommer, S. M. (1996, November). "Self-assessment versus self-verifications: Motives for feedback seeking behavior." Paper presented at the 27th Meetings of the Decision Sciences Institute.
- Sommer, S. M. (1996, August). "Trust as a prerequisite to cooperative-competitive behavior and positive employee attitudes." Paper presented at the 1996 Academy of Management Meetings
- Stajkovic, A., & Sommer, S. M. (1996, August). "Effects of causal attribution on self-efficacy: A reciprocal link." Paper presented at the 1996 Academy of Management Meetings

- Sommer, S. M. & Farner, S. (1996, March). "The impact of cooperation and competition on performance and affect: They are not mutually exclusive." Paper presented at the Western Academy of Management Meetings, Banff, Alberta, Canada.
- Envick, B. & Sommer, S. M. (1996, March). A comparison of the social comparison tendencies of public and private sector entrepreneurs." Paper presented at the 16th Annual Entrepreneur Research Conference, Seattle, WA.
- Sommer, S. M. (1995, November). "Interdependence and mixed motives in teams: Managing the inherent conflict between cooperation and competition." Paper presented at the 26th Annual Meetings of the Decision Sciences Institute, Boston, MA.
- Sommer, S. M., Welsh, D. H. B., & Gubman, B. L. (1995, August). "The ethical orientation of entrepreneurial Russian managers." Paper presented at the 1995 Society of Business Ethics Meetings, Vancouver, BC.
- Sommer, S. M., & Buhro, D. (April, 1995). "The impact of conflict resolution style on competitive and cooperative decision making groups: Reducing barriers to quality and understanding." Paper accepted for the 1995 Western Academy of Management Meetings, San Diego, CA.
- Sommer, S. M., Luthans, F. & Flannery, B. (1994, November). Implications of the attributional tendencies of Eastern European managers: A cross-cultural analysis. Paper presented at the 25th Meetings of the Decision Sciences Institute. Honolulu, HI.
- Lee, S. M., Luthans, F., Digman, L., Sebor, T., Sommer, S. M., Kim, B., & May, D. (1994, November). Towards world class organizations: Identifying the strategic pillars. Paper presented at the 25th Meetings of the Decision Sciences Institute. Honolulu, HI.
- Stephens, G. K. & Sommer, S. M. (1994, August). "The impact of trust on the relationship between work-family conflict and organizational citizenship behavior." Paper presented at the 1994 Academy of Management Meetings, Dallas, TX.
- Sommer, S. M. & Marsnik, P. (1994, March). "The influence of learning orientation on task performance and referent choice." Paper accepted to the Western Academy of Management Meetings. Santa Fe, NM.
- Sommer, S. M., Karsten, R., & Davis, S. (1993, November) "Perceptions of system success and failure in end-user--systems analyst interactions: The impact of attributional bias on intergroup collaborations." Paper presented at the 24th Meetings of the Decision Sciences Institute. Washington, DC.
- Sommer, S. M. & Merritt, D. E. (1993, November) "The impact of TQM educational program on job attitudes in a health care organization." Paper presented at the 24th Meetings of the Decision Sciences Institute. Washington, DC.

- Stephens, G. K., & Sommer, S. M. (1993, August) "The effect of supervisor support and intragroup competitive climate on the relationship between work-family conflict and organizational attitudes." Paper presented at 1993 Academy of Management Meetings. Atlanta, GA.
- Pearce, J. L., & Sommer, S. M. (1993, August) "Effects of pay systems on employee perceptions of others." Paper presented at the 1993 Academy of Management Meetings. Atlanta, GA.
- Luthans, F., Bae, S. H., & Sommer, S. M. (1993, June) "The impact of organizational structure on organizational climate in Korean organizations." Paper presented at the 1993 International Meetings of the Decision Sciences Institute. Seoul, Korea.
- Sommer, S. M., Bae, S. H., & Luthans, F. (1993, June) "Antecedents of organizational commitment in large Korean firms." Paper presented at the X Pan-Pacific Conference. Beijing, China.
- Sommer, S. M. (1993, March). "Training the trainers: Teaching university faculty in Albania." Western Academy of Management Meetings. San Jose, CA.
- Sommer, S. M. (1992, November). "Informal competition: Developing new work strategies to tap human technology." Paper presented at the Meetings of the Decision Sciences Institute. San Francisco, CA.
- Sommer, S. M. (1992, August). "Competition, without external rewards, as a motivator: A comparison to difficult goals, cooperation, and coaction." Presented at the 1992 Academy of Management Meetings. Las Vegas, NV.
- Stephens, G. K., & Sommer, S. M. (1991, November). "The impact of work-family conflict on workplace social relations." Paper presented at the 1991 Southern Academy of Management Meetings.
- Rowley, J., & Sommer, S. M. (1991, May). "Management of preference inconsistencies: Insights from the theory of conflict." Presented at the National Meetings of ORSA/TIMS. Nashville, TN.
- Stephens, G. K., & Sommer, S. M. (1991, March). "Work and family interaction: A review and exploratory framework with a social comparison framework." Presented at the Conference on Household/Family Consumption. Irvine, CA. March, 1991.
- Sommer, S. M. (1991, March). "Re-assessing the social relations impact of competition." Presented at the 1991 Western Academy of Management Meetings. Santa Barbara, CA.
- Sommer, S. M., & Pearce, J. L. (1990, August). "The performance and affective effects of competition: Empirical evidence and theoretical rationale." Presented at the 1990 National Academy of Management Meetings. San Francisco, CA.

Sommer, S. M. (1990, March). "Situational barriers to competing effectively: A conceptual review." Presented at the 1990 Western Academy of Management Meetings. Salt Lake City, Utah.

Sommer, S. M., & Pearce, J. L. (1988, April). "A goal-setting experiment: Learning from failure to reject the null hypothesis." Presented at the Third Annual Meetings of the Society of Industrial and Organizational Psychologists. Dallas, TX.

RESEARCH IN PROGRESS

Refereed Journal Articles to be submitted in 2012

Cox, L. & Sommer, S. M. "The attributional tendencies of entrepreneurs." Journal of Management.

Sommer, S. M. & Mooney, J. "Perceptions of system success and failure in end-user--systems analyst interactions: The impact of attributional bias on intergroup collaborations." Management Information Systems Quarterly Executive.

Sommer, S. M., & Cox, L.. "Implications of the attributional tendencies of Eastern European managers: A cross-cultural analysis." Journal of Cross-cultural Psychology

Sommer, S. M. & Stark, G. "The influence of learning orientation on task performance and referent choice." Journal of Applied Psychology.

Sommer, S. M. "Reward practices that create hostile conflicts: How organizations ruin "friendly" competition." Organizational Dynamics.

Working Papers:

Combs, G. M. & Sommer, S. M. "Social Comparison and Contact Theory: Implications for African American Managers' Career Development."

Sommer, S. M. & Farner, S. "The mutual impacts of cooperation and competition on performance and affect: They are not mutually exclusive."

Doughtery, D. & Sommer, S. M. "The impact of gendered transactions on perceptions of conflict management style appropriateness."

Sommer, S. M. & Pearce, J. L. "When subjects' emotions get in the way: Lessons about improving motivation gained from "ruined" experiments."

Stark, G. & Sommer, S. M. "A comparison of motives for feedback seeking behavior."

Sommer, S. M. "The impact of conflict resolution style on competitive and cooperative decision making groups: Reducing barriers to quality and understanding."

Sommer, S. M. & Marsnik, P. "The influence of learning orientation on task performance and referent choice."

Stark, G. & Sommer, S. M. "Individual differences in feedback seeking behavior: Counterintuitive results concerning the impact of tolerance for ambiguity."

Editorial Service:

Section Editor, **Journal of Management Inquiry** (2004 -)

Editorial Board, **Organizational Dynamics**, (1996-

Editorial Board, **Academy of Management Journal**, (1996 - 2001)

Editorial Board, **International Journal of Conflict Management** (1998 - 2002)

Editorial Board, **Journal of Applied Management and Entrepreneurship**, (2000-

Ad-hoc reviewer, **Group & Organization Management**

Ad-hoc reviewer, **Journal of International Management**

Ad-hoc reviewer, **Academy of Management Review**

Ad-hoc reviewer, **Organization Sciences**

Ad-hoc reviewer, **Human Relations**

Ad-hoc reviewer, **Applied Psychology: An International Review**

Other Review Service:

Academy of Management Meetings

Western Academy of Management Meetings

International Western Academy of Management Meetings

Decision Sciences Institute

Decision, Risk, and Management Science Division, NSF

Sociology Division of the National Science Foundation

GRADUATE STUDENT DEVELOPMENT

Doctoral Students Graduated (year completed, school helped place at):

Melody Wolan, Management, 2002 (**Chair**), Clemson
Rich Gilson, Management 2002, Western Kentucky University
David Schmidt 2001, Management, Hillsdale College
Suzanne Peterson 2001, Management, Miami University of Ohio
Kevin Pauli 2001, Management, Millsap College
Cheryl Waddington, Human Resource Development, 2000, Chadron State College
Mary Sully de Luque, Management, 2000 (**Chair**), The Wharton School
Lena Rodriguez, Management, 2000 (**Chair**), Miami of Ohio, San Diego State University
Chanhoo Song, Management, 2000 (**Chair**), Concordia University (Canada)
Gwen Combs, Management, 2000, University of Nebraska
Gary Stark, Management, 1999 (**Chair**), University of Minnesota-Duluth
Debbie Dougherty, Communication Studies, May 2000, University of Missouri
Elina Ibrayeva, Management, 1999, Marshall University
Becky Sheehy, Accounting, 1999, Northeastern Oklahoma State
Laura Rioli, Management, 1998 (**Co-chair**), Western Oregon University
Kendra Reed, Management, 1998, University of Northern Iowa
Steve Farnier, Management, 1998, Bellevue University
Jayne Morgan, Communication Studies, 1998,
Kyle Luthans, Management, 1997 (**Co-chair**), Bloomsberg Univ. of PA
Paul Marsnik, Management, 1997, St. John's University
Brett Luthans, Management, 1996 (**Co-chair**), Western Missouri State College
Brooke Envick, Management, 1995, St. Mary's College of San Antonio
Rex Karsten, Management, 1994, University of Northern Iowa
Carol Steinhaus, Management, 1992, Indiana State - Ft. Wayne

Master's Committees (graduated):

Penny James, Management 1996
Michael Coplan, Management, 1996
Joel Fogerty, Nutrition, 1995
Sandra Zinke, Management, 1995
Mary Sully, Communication Studies, 1994
Mary Lou Burns, Management, 1993
Tamara Day, Management, 1993
Andreas Mainka, Management, 1991
Deryl Merritt, Management, 1991

COMMUNITY SERVICE

Pepperdine University

Fully Employed MBA Curriculum Committee (2004 – 2006)

Departmental retreat chair (2006)

Faculty Development Committee (2006 – 2008)

Chaired GSBM faculty retreat 2007

Chaired Committee 2007 - 2008

Fully Employed MBA Admission Committee (2009 – 2011)

Providing data for evaluating and modifying Learning Assurance criteria (2008 – 2011)

Working with students to start Beta Gamma Sigma Business Honorary fraternity chapter (the Phi Beta Kappa organization for business schools)

University of Nebraska

Department :

Social Committee, 1991-1995

Visiting Scholar's Committee, 1992-2000

Goals and Planning Committee, 1995-2000

College:

General Committee, 1999-2002

- Chair, and thus ex-officio member of the Executive Committee, 1999-2001

Beta Gamma Sigma, Faculty Advisor, 1994-1998

Scholarship, Honors, and Awards, Committee Member, 1996-1999

Communication Task Force, 1997-2000

Sigma Iota Epsilon, Faculty Advisor, 1990-1995

MBA Students Association, Faculty Advisor, 1990-1996

Strategic Planning Committee 1999-2000

University:

UNL Intercollegiate Athletic Committee, 1994-1997 (Chair 1995-1997)

University of Nebraska Student Leadership Award Selection Committee, 1994

NCAA Certification Steering Committee, University of Nebraska, 1996-1998
Chair, NCAA Subcommittee on Governance and Rules Compliance
UNL, University Budget Committee, 1998-2001
Western States University Master's Thesis Competition, 1999, 2001
UNL University Grade Appeals, 1999-2001
UNL Graduate Fellowship Committee, 2000-2003

Management Development and Consulting

Albania (US AID management development grant)
Amgen, Inc.
Baldwin Filters
Capital Contractors, Inc.
Eastern Ambulance Company
Family Services of Nebraska
Fremont Oilgear
Madonna Rehabilitation Hospitals
Manitoba - Family Business Seminars
Mary Lanning Hospital
Midwest Plains Clinical Laboratory Management Association
Nebraska Bank of Commerce
Nebraska Cattlemen's Association
Nebraska Council of School Administrators
Nebraska Department of Agriculture
Nebraska Department of Education
Nebraska Dental Association
Nebraska Motor-carriers Association
Nebraska Society of Association Executives
NEBHELP/NSLP
North Central Regional Association of Assessing Officers
NOVA/Business and Professional Women
Omaha DPMA
Omaha Public Schools
Regional West Medical Center
Ronald McDonald House (Loma Linda)
Samsung Electronics, Korea
Scientific Games, Inc.
State Farm Insurance Companies
Swine Management Association
Tesoro Oil
Texollini Inc.
UNL Office Personnel Association
UNL Central Computing Services
UNL Food Services
UPS
USDA Soil Conservation Service
Winnebago Indian Tribe