

Donald B. Fedor
Georgia Institute of Technology
Dupree College of Management
755 Ferst Drive
Atlanta, GA 30332-0520

Institute Vita

I. Earned Degrees

- Ph.D. University of Illinois at Urbana-Champaign
Organizational Behavior, 1987
- M.B.A. University of Denver, 1975
Major: Finance
- B.A. Bucknell University, 1973
Major: Economics

II. Employment

- September 1993 - Present Associate Professor, DuPree College of Management of Management, Georgia Institute of Technology.
- September 1988 - August 1993 Assistant Professor, School of Management, Georgia Institute of Technology.
- January 1985 - July 1988 Assistant Professor, Department of Management and Systems, Washington State University.
- August 1978 - December 1984 Graduate Teaching Associate, Department of Business of Administration, University of Illinois.
- May 1975 - July 1978 Senior Financial Analyst, Johnson & Johnson Corporation, New Brunswick, New Jersey.

III. Teaching

A. Individual Student Guidance

Dissertation Chair

James Wilkerson – Graduated 2001: Assistant Professor, Southern Illinois University. Dissertation Title - [An Attribution-centered Model of Observers' Reactions to Workplace Aggression](#)

Walter Davis – Graduated 1998; Assistant Professor, University of Mississippi. Dissertation Title - "A longitudinal field investigation of antecedents and consequences of self-efficacy during aviation training".

Steven Farmer – Graduated 1997; Associate Professor & Department Chair, Wichita State University. Dissertation Title - Strategies in upward influence: Antecedents of upward influence styles and the impact of attributions for failure.

John Maslyn - Graduated 1996; Assistant Professor, Wichita State University. Dissertation Title - Organizational Justice in the context of the supervisor-subordinate relationship.

Susan Adams – Graduated 1993 - Director, Field-Based Learning & Associate Professor of Management, Bentley College, Dissertation Title - Performance Feedback Giving in Formal Learning Situations: The Effects of Affective, Cognitive, and Situational Influences

Committee Member

Stuart Milne (OB), Tom Moormann (OB), Lucy Gilson (OB), Heather Pierce (Psych.), Peggy Lewis (OB, Georgia State), Chester Spell (OB), Jodi Goodman (OB), Mark Tabladillo (IsyE), Elizabeth Fraser Cabrera (Psych), Ken Koves (Psych)

B. Other Teaching Activities (Since promotion to Associate Professor)

Organizational Behavior (undergraduate, graduate, doctoral)

Leadership, Power, & Politics (graduate)

Leadership & Change Management (graduate)

Quality Management (graduate)

Reengineering & Employee Involvement (graduate)

Research Methods (doctoral)

Mid-Managers Program – Quality Management Component

IV. Scholarly Accomplishments

A. Published Books and Parts of Books

Human Resource Management Review. Special issue on performance feedback.
D.M. Herold & D.B. Fedor (Guest Editors). Scheduled 2003, No. 2.

Fedor, D., & Maslyn, J. (2002). Politics and political behavior: Where else do we go from here? In F. Dansereau & F.J. Yammarino (Eds.), Research in multi-level issues (Vol. 1, pp. 271-286). Oxford, UK: Elsevier Science/JAI Press.

Davis, W. & Fedor, D. (2002). The promise and peril of giving negative feedback. In Ferris, G.R., Buckley, M.R. & Fedor, D.B. (Eds.), Human Resources Management: Perspective, Context, Functions, and Outcomes. Prentice Hall: Upper Saddle River, N.J.

Advances in the management of organizational quality (1995 – 2000, Volumes 1 – 5) D. Fedor & S. Ghosh, S. (Eds.). Greenwich, Conn.: JAI Press.

Human Resource Management: Perspectives, Context, Functions, and Outcomes (2002-Fourth Edition) G. Ferris, R. Buckley, & D. Fedor (Eds.), Upper Saddle River, NJ: Prentice Hall.

Herold, D.M. & Fedor, D.B. (1998). Individuals' interaction with their feedback environment: The role of domain-specific individual differences. In G. R. Ferris & K.M. Rowland (Eds.), Research in personnel and human resources management (Vol. 16, pp. 215-254). Greenwich, Conn.: JAI Press.

Ferris, G.R., Bhawuk, D.P.S., Fedor, D.B. & Judge, T.A. (1994). Organizational politics and citizenship: Attributions of intentionality and construct definition. In M.J. Martinko (Ed.), Advances in attribution theory: In organizational perspective. Delray Beach, FL: St Lucie Press.

Fedor, D.B. & Parsons, C.K. (1992). What is effective performance feedback? In G.R. Ferris & M.R. Buckley (Eds.) Human resources management: Perspectives and issues. Newton, MA: Allyn & Bacon.

Fedor, D.B. (1991). The multidimensional nature of feedback. In G. R. Ferris & K.M. Rowland (Eds.) Research in personnel and human resources management (Vol. 9, pp. 73-120). Greenwich, Conn.: JAI Press.

Eder, R.W. & Fedor, D.B. (1989). Impression management: Its interpretative role in the supervision-employee feedback process. In R.A. Giacalone & P. Rosenfeld (Eds.) Impression Management in Organizations, Hillsdale, N.J.: Lawrence Erlbaum.

Fedor, D.B. (1988). The many faces of feedback in the performance appraisal process. In G.R. Ferris & K.M. Rowland (Eds.) Human resources management: Perspectives and issues. Newton, MA: Allyn & Bacon.
Reprinted in the following:

Ferris, G.R. & Rowland, K.M. (1990). Human resources management: Perspectives and issues. (Second Edition). Newton, MA: Allyn and Bacon.

B. Refereed Publications

Fedor, D., Ghosh, S., Caldwell, S., Maurer, T., & Singhal, V (in press). The Effects of Knowledge Management on Members' Ratings of Project Success and Impact. Decision Sciences Journal.

Herold, D.M. & Fedor, D.B. (in press). The interactive role of individual differences in responses to performance feedback. Human Resource Management Review.

Herold, D.M., Davis, W., Fedor, D.B., & Parsons, C. (2002). Dispositional influences on transfer of learning in multi-stage training programs. Personnel Psychology, 55, 851-869.

Renn, R., & Fedor, D.B. (2001). Development and field test of a feedback seeking, self-efficacy, and goal setting model of work performance. Journal of Management, 27, 563-584.

Farmer, S. & Fedor, D (2001). Changing the focus on volunteering: An investigation of volunteers' multiple contributions to a charitable organization. Journal of Management, 27, 191-211.

Fedor, D., Davis, W., Maslyn, J. & Mathieson, K. (2001). Performance improvement efforts in response to negative feedback: The roles of source power and recipient self-esteem. Journal of Management, 27, 79-97.

- Davis, W.D., Fedor, D.B., Parsons, C.K. & Herold, D.M. 2000. The development of self-efficacy during aviation training. Journal of Organizational Behavior, 21, 857-871.
- Farmer, S.M. & Fedor, D.B. (1999). Volunteer participation and withdrawal: A psychological contract perspective on the role of satisfaction, expectations, and organizational support. Nonprofit Management and Leadership, 9, 86-99.
- Fedor, D.B., Bettenhausen, K., & Davis, W. (1999). Peer evaluations: Employees' dual roles as raters and recipients. Group and Organization Management, 24, 92-121.
- Fedor, D.B., Ferris, G.R., Harrell-Cook, G., & Russ, G.S. (1998). The dimensions of politics perceptions and their organizational and individual predictors. Journal of Applied Social Psychology, 28, 1762-1799.
- Maslyn, J. M. & Fedor, D.B. (1998). Perceptions of politics: Does measuring different foci matter? Journal of Applied Psychology, 83, 645-653
- Buckley, M.R., Fedor, D.B., Veres, J.G., Wiese, D.S., Carraher, S.M. (1998). Investigating newcomer expectations and job-related outcomes. Journal of Applied Psychology, 83, 452-461.
- Buckley, M.R., Fedor, D.B., Carraher, S.M., Frink, D.D., & Marvin, D. (1997). The ethical imperative to provide recruits realistic job previews. Journal of Managerial Issues, 9, 75-94.
- Bettenhausen, K. & Fedor, D. (1997). Peer and upward appraisal: A comparison of their benefits and problems. Group and Organization Management, 22, 236-263.
- Fedor, D.B., Buckley, M.R., & Davis, W. (1997). A model of the effects of realistic job previews. International Journal of Management, 14, 211-221.
- Farmer, S.M., Maslyn, J.M, Goodman, J.S., & Fedor, D.B. (1997). Putting upward influence strategies in context. Journal of Organizational Behavior, 18, 17-42.
- Maslyn, J., Farmer, S., & Fedor, D. (1996). Failed upward influence attempts: Predicting the nature of subordinate persistence in pursuit of organizational goals. Group and Organization Management, 21, 461-480.
- Fedor, D.B., Parsons, C.K., & Shalley, C.E.* (1996). Organizational comparison processes: Investigating the adoption and impact of benchmarking-related activities. Journal of Quality Management, 2. 161-192. [* Authors listed alphabetically]

- Ferris, G.R., Fedor, D.B., & King, T.R. (1994). A political conceptualization of managerial behavior. Human Resource Management Review, 4, 1-34.
- Buckley, M.R., Fedor, D.B., & Marvin, D.S. (1994). Ethical considerations in the recruiting process: A preliminary investigation and identification of research opportunities. Human Resource Management Review, 4, 35-30.
- Farmer, S.M., Fedor, D.B., Goodman, J.S. & Maslyn, J.M. (1993). Factors affecting the use of upward influence strategies. In the Academy of Management Best Paper Proceedings. Madison, WI: OMNIPress.
- Fedor, D.B., Rensvold, R.B., & Adams, S.M. (1992). An investigation of factors expected to affect feedback seeking: A longitudinal field study. Personnel Psychology, 45, 779-805.
- Randall, D.M., Fedor, D.B. & Longnecker, C.O. (1990). The behavioral expression of organizational commitment. Journal of Vocational Behavior, 36, 210-224.
- Fedor, D.B., Buckley, M.R. & Eder, R.W. (1990). Measuring subordinate perceptions of supervisor feedback intentions: Some unsettling results. Educational and Psychological Measurement, 50, 73-89.
- Eder, R.W. & Fedor, D.B. (1989). Priming performance self-evaluations: Moderating effects of rating purpose and judgment confidence. Organizational Behavior and Human Decision Processes, 44, 474-493.
- Fedor, D.B., Eder, R.W. & Buckley, M.R. (1989). The contributory effects of supervisor intentions on subordinate feedback responses. Organizational Behavior and Human Decision Processes, 44, 396-414.
- Fedor, D.B. & Bettenhausen, K.C. (1989). The impact of purpose, participant preconceptions and self-serving bias on the acceptance of peer evaluations. Group and Organization Studies, 14, 182-197.
- Fedor, D.B. & Rowland, K.M. (1989). Supervisor attributions for subordinate performance. Journal of Management, 15, 37-48.
- Ferris, G.R., Fedor, D.B., Chachere, J.G. & Pandy, L.R. (1989). Myth system implications for performance appraisal system development and implementation. Group and Organization Studies, 14, 83-103.
- Buckley, M.R., Fedor, D.B. & Kicza, D.C. (1988). Work styles altered by new lifestyles. Personnel Administrator, 33, 40-44.

- Fedor, D.B. & Buckley, M.R. (1988). Issues surrounding the need for more frequent monitoring of individual performance in organizations. Public Personnel Management, 17, 435-442.
- Fedor, D.B. & Buckley, M.R. (1987). Providing feedback to organizational members: A reconsideration. Journal of Business and Psychology, 2, 171-181.
- Ferris, G.B., Fedor, D.B., Rowland, K.M. & Porac, J.F. (1985). Social influence and sex effects on task performance and perceptions. Journal of Vocational Behavior, 26, 66-78.
- Porac, J., Ferris, G.R. & Fedor, D.B. (1983). Causal attributions, affect and expectations for a day's work performance. Academy of Management Journal, 26, 285-296.
- Nottenburg, G. & Fedor, D.B. (1983). Scarcity in the environment: Organizational perceptions, interpretations, and responses. Organization Studies, 4, 317-337.
- Oldham, G.R., Nottenburg, G., Kassner, M.W., Ferris, G.R., Fedor, D.B. & Masters, M. (1982). The selection and consequences of job comparisons. Organizational Behavior and Human Performance, 29, 84-111.
- Boje, D.M., Fedor, D.B. & Rowland, K.M. (1982). Myth making: A qualitative step in OD interventions. The Journal of Applied Behavioral Science, 18, 17-28. Presented at the Academy of Management, San Diego, 1981. Reprinted in the following:
- Leavitt, H.J., Pondy, L.R. & Boje, D.M. (1989). Readings in Managerial Psychology (Fourth Edition). Chicago: University of Chicago Press.
- Fedor, D.B. & Ferris, G.R. (1981). Integrating OB Mod with cognitive approaches to motivation. Academy of Management Review, 16, 115-125. Reprinted in the following:
- Steers, R.M. & Porter, L.W. (1983). Motivation and Work Behavior (Third Edition). New York: McGraw-Hill.
- Werther, W.B., Ruch, W.A. & McClure, L. (1986). Productivity Through People. St. Paul: West Publishing.
- Ivancevich, J.M. & Matteson, M.R. (1987). Organizational Behavior and Management. Plano, TX: Business Publication.
- Kelly, J. & Prince, J.B. (1989). Organizational behavior: Readings, cases and exercises. Toronto: Prentice-Hall of Canada.

D. Presentations (since promotion to Associate Professor)

Caldwell, S.D., Herold, D. M., & Fedor, D. B. (2002, April). A multi-level study of the personal impact from organizational change. Society of Industrial and Organizational Psychologists Annual Meeting in Toronto, Canada.

Caldwell, S. D., Fedor, D. B., & Herold, D. M. (2002, August). The role of individual differences in shaping interpretations and reactions to Organizational Change: A Multi-level study. Academy of Management Annual Conference, Denver, CO., 2002. Selected Top Ten Percent Best Papers.

Caldwell, S. D., Herold, D. M., & Fedor, D. B. (2002, August). Viewing employee fit through the lenses of organizational change. Presented as part of Symposium entitled *Person-Organization fit: Balancing its constructive and destructive forces*, Academy of Management Annual Conference, Denver, CO.

Fedor, D., Davis, W., Maslyn, J., & Mathieson, K. (1999, August). Performance improvement efforts in response to negative feedback: The roles of source power and recipient self-esteem. Paper presented at the Academy of Management annual conference, Chicago.

Parsons, C, Fedor, D., & Herold, D. (1999, August). The development of training based self-efficacy in a multidimensional feedback environment. Paper presented at the Academy of Management annual conference, Chicago.

Renn, R., Barksdale, K, & Fedor, D. (1998). The development and test of an individual-level model of work quality. Paper presented at the ASU Quality Conference, Tempe, Arizona. Received a best paper award.

Fedor, D. & Ramsay, R. (1977). Investigating multiple responses to performance feedback. Paper presented at the annual meeting of the American Accounting Association. Dallas..

Farmer, S.M & Fedor, D.B. (1997, August). Examination of effective volunteering: A preliminary framework of executive-level volunteering performance in a nonprofit health care advocacy organization. Best paper award for Public and Non-Profit Division of the Academy of Management.

Roth, J., Fedor, D.B., & Gilson, L. (1996, April). Justice judgments of sexual harassment. Paper presented at the Society of Industrial and Organizational Psychologists, San Diego, CA.

Fedor, D.B. (1995, August). Presenter in pre conference workshop entitled, "Tenure or Tenuure Track? Creating Opportunities and Moderating Disruptions."

Fedor, D.B. (1994, August). Responses to negative feedback: Investigating the choice of performance, feedback seeking, and impression management-related behaviors. Paper presented at the Annual Meeting of the Academy of Management, Dallas.

Maslyn, J.M, Fedor, D.B., & Farmer, S.M.. (1994, August). Predicting influence tactics: The dynamic nature of antecedents. Paper presented at the Annual Meeting of the Academy of Management, Dallas.

Farmer, S.M., Fedor, D.B., & Maslyn, J.M. (1994, August). When the boss says no: Stability and determinants of upward influence styles after a failure. Paper presented at the Annual Meeting of the Academy of Management, Dallas.

V. Service

A. Professional Contributions

Editorial Review Board

Journal of Management(1998 to present)

Journal of Quality Management((1996-2001)

AdHoc Reviewer

Academy of Management Journal

Journal of Organizational Behavior

Administrative Science Quarterly

Journal of Applied Psychology

Journal of Applied Social Psychology

Psychological Reports

National Science Foundation

OB Division of the Academy of Management

B. Campus Contributions

DuPree College of Management

Teaching Effectiveness Committee

Masters in Engineering and Management Committee

Jones Chair Search Committee

Chair of one search committee (hired Chris Shalley), and Co-chair of another (hired Luis Martins and Bradley Kirkman)

Masters and Undergraduate Committees (during semester conversion)

Honors Committee

Promotion and Tenure Committee

Search committee for GT quality center director

C. Other Contributions

Panelist for GT Managers Class on Academic Culture

Member of GT Student Leadership Initiative Team

VI. Grants and Contracts

A. As Principle or Co-Principle Investigator

Institute for Paper Science and Technology: Co-principal investigator of 2-year grant investigating change management practices in the paper industry (begins May, 2003)

Army Research Institute: Co-Principal Investigator of 3-year grant investigating the impact of feedback-related individual differences on training outcomes.

VI. Grants and Contracts

B. As Investigator

National Science Foundation - Researcher on 3-year grant studying the learning-related activities of new product development teams with four Malcolm Baldrige Award winning corporations (General Motors, Corning, IBM, and Milliken & Co).

VII. Honors and Awards

Received recognition award for having highest percentage of students fill out online course evaluation (2001)

Editors' Prize for the Best Scholarly Paper in Nonprofit Management and Leadership, 2000.

Best Paper Award, Arizona State University Quality Conference, Phoenix, Arizona, 1998.

Best Paper Award, Public and Non-Profit Division, Academy of Management, 1997.

Best Competitive Paper, Organization and Management Theory Division, Academy of Management, 1982.

Outstanding Presentation Award, Second Annual National Industrial/Organizational Psychology and Organizational Behavior Graduate Student Convention, 1981.