
Walter Davis, Ph.D.

Associate Professor of Management

Department of Management
School of Business Administration
The University of Mississippi
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Professional Interests

Research Interests

Employee adaptation and proactive work behaviors

Teaching Interests

Work Teams, Motivation in the Workplace, The Social and Regulatory Environment for Managing Human Resources

Academic Background

Ph.D. Georgia Institute of Technology, Atlanta, GA, Management, 1998

M.B.A. University of Oklahoma, Norman, OK, Management, 1992

B.A. University of Oklahoma, Norman, OK, Psychology, 1990

Certifications

Senior Professional in Human Resource Management,

Work Experience

Academic Experience

Associate Professor of Management, University of Mississippi (July, 2006 - Now).

Chair, Department of Management, University of Mississippi (August, 2006 - May, 2009).

Assistant Professor of Management, University of Mississippi, School of Business Administration (2000 - June, 2006).

Visiting Assistant Professor, Purdue University, Krannert Graduate School of Management (1999 - 2000).

Project Manager, Center for Quality and Change Leadership, Georgia Institute of Technology (1998 - 1999).

Instructor, Dupree College of Management, Georgia Institute of Technology (1998 - 1999).

Instructor, School of Professional Programs, Shorter College, (1995 - 1998).

Graduate Research Assistant, DuPree College of Management, Georgia Institute of Technology (1992 - 1998).

Teaching

Courses Taught

Advanced Directed Study, Advanced Human Resource Management, Compensation, Compensation Management, Global Business Strategy, Intro to Organizational Behavior, Management of Strategic Planning, Mgmt 493 - Strategic Management, Organizational Behavior, Research Methods I: Research Methods and Philosophy of Science, Research Seminar, Research and Experimental Design, Selection, Selection and Placement, Seminar in Human Resource Management, Special Topics in Business, Strategic HR Management

Research/Intellectual Contributions:

Refereed Articles

Evans, W. R., Davis, W. D., & Frink, D. (2011). An Examination of Employee Reactions to Perceived Corporate Citizenship. *Journal of Applied Social Psychology*.

- Evans, W. R. & Davis, W. D. (2011). An examination of perceived corporate citizenship, job applicant attraction, and CSR work role definition. *Business and Society*.
- Evans, R., Goodman, J., & Davis, W. (2011). The Impact of Perceived Corporate Citizenship on Organizational Cynicism, OCB, and Employee Deviance. *Human Performance*.
- Wilkerson, J., Evans, W., & Davis, W. (2008). A test of coworkers' influence on organizational cynicism, badmouthing, and organizational citizenship behavior. *Journal of Applied Social Psychology*.
- Evans, R., Novicevic, M., & Davis, W. (2007). Resource based foundations of strategic human resource management: A review and extension. *International Journal of Learning and Intellectual Capital*.
- Robinson, R., Davis, W., Franklin, G., & Stowell, N. (2007). The demise of the slap in the face standard test: A profound change in assessing pretext or merely a matter of semantics? *Journal of Individual Employment Rights*, 12, 237-245.
- Davis, W., Mero, N., & Goodman, J. (2007). The interactive effects of goal orientation and accountability on task performance. *Human Performance*.
- Novicevic, M., Davis, W., Dorn, F., Buckley, M., & Brown, J. (2005). Barnard on conflicts of responsibility: Implications for today's perspectives on transformational and authentic leadership. *Management Decision*, 43, 1396-1409.
- Evans, R. & Davis, W. (2005). High-performance work systems and organizational performance: The mediating role of internal social structure. *Journal of Management*, 31 (5), 758-775.
- Davis, W., Carson, C., Ammeter, A., & Treadway, D. (2005). The interactive effects of goal orientation and feedback specificity on task performance. *Human Performance*, 18 (4), 409-426.
- Renn, R., Allen, D., Fedor, D., & Davis, W. (2005). The roles of personality and self-defeating behaviors in self-management failure. *Journal of Management*, 31 (5), 659-679.
- Davis, W., Carson, C., & Robinson, R. (2004). Employment decisions in self-directed work teams: A regulatory compliance perspective. *Employee Responsibilities and Rights Journal* (16), 179-194.
- Davis, W. & Gardner, W. (2004). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. *Leadership Quarterly* (15), 439-465.
- Robinson, R., Franklin, G., & Davis, W. (2004). Supreme court to review sexual harassment proofs: Implications for employers. *Business Horizons* (24), 3-5.
- Robinson, R., Franklin, G., & Davis, W. (2004). The slap in the face standard and employer pretext: Placing limits on court evaluation of employee qualifications. *Journal of Individual Employment Rights*.
- Herold, D., Davis, W., Fedor, D., & Parsons, C. (2002). Dispositional influences on transfer of learning in multi-stage training programs. *Personnel Psychology* (55), 851-869.
- 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., Fedor, D., Parsons, C., & Herold, D. (2000). The development of self-efficacy during aviation training. *Journal of Organizational Behavior* (21), 857-871.
- Fedor, D., Bettenhausen, K., & Davis, W. (1999). Peer reviews: Employees' dual roles as raters and recipients. *Group and Organization Management* (24), 92-120.
- Herold, D., Davis, W., & Maslyn, J. (1998). An investigation of workplace AIDS training with implications for occupational health promotion efforts. *Journal of Occupational Health Psychology*, 3, 276-286.
- Fedor, D., Buckley, M., & Davis, W. (1997). A model of the effects of realistic job previews. *International Journal of Management*, 14, 211-221.

Book

- Davis, W. & Fedor, D. (2002). *Human Resources Management: Perspective, Context, Functions, and Outcomes*, Upper Saddle River, NJ: Prentice Hall.

Book Chapters

Refereed

- Robinson, R., Franklin, G., & Davis, W. (2004). "Supreme Court to review sexual harassment proof: Implications for employers", *Business Horizons*, (pp. 3-5).

Presentation of Refereed Papers

International

- Davis, W., Koonce, J., Herold, D., Fedor, D., & Parsons, C. (1997). Personality variables and simulator performance in the prediction of flight training performance. *International Symposium on Aviation Psychology*, Columbus, Ohio.

National

- Davis, W., Evans, W., & Gilson, L. (2011). Individual Proactivity and Social Capital as Enablers of Flexible Work Design. Academy of Management Annual Meeting, San Antonio, Texas.
- Evans, W. R., Davis, W. D., & Frink, D. (2008). An examination of employee reactions to perceived corporate citizenship. Southern Management Association, Annual Meeting, St Petersburg, Florida.
- Davis, W., Evans, W., & Gilson, L. (2007, August). The role of creativity in flexible organizational routines: Translating individual agency into organizational flexibility. Academy of Management Meeting, Philadelphia, Pennsylvania.
- Evans, W. & Davis, W. (2007, August). An examination of perceived corporate citizenship, job applicant attraction, and employee work roles. Academy of Management Meeting, Philadelphia, Pennsylvania.
- Goodman, J., Evans, W., Frink, D., & Davis, W. (2007, April). Doing the job I'm paid for and nothing more! Society for Industrial and Organizational Psychology, New York, New York.
- Davis, W., Mero, N., & Goodman, J. (2004). The interactive effects of goal orientation and accountability on performance. Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Evans, R. & Davis, W. (2004). High performance work systems: The role of social capital and organizational citizenship behavior. Academy of Management Meeting, New Orleans, Louisiana.
- Novicevic, M., Davis, W., Dorn, F., & Buckley, M. (2004). On authenticity of organizational leadership: Barnard's seminal insights. Gallup Leadership Institute Summit, Omaha, Nebraska.
- Carson, C. & Davis, W. (2003). Goal Orientation and Feedback: Performance, Task Interest, and Self-efficacy. Society for Industrial and Organizational Psychology, Orlando, Florida.
- Davis, W. & Gardner, W. (2003). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. Academy of Management Meeting, Seattle, Washington.
- Wilkerson, J., Davis, W., & Love, M. (2003). On employee cynicism and bad-mouthing: Links to organizational citizenship behavior and coworkers' influence. Southern Management Association, Annual Meeting, Clearwater, Florida.
- Fedor, D., Davis, W., Maslyn, J., & Mathieson, K. (1999). Performance improvement efforts in response to negative feedback: The roles of source power and recipient self-esteem. Academy of Management Meeting, Chicago, Illinois.
- Davis, W., Fedor, D., Parsons, C., & Herold, D. (1998). A longitudinal field investigation of the development of self-efficacy during training. Academy of Management Meeting, San Diego, California.
- Herold, D., Parsons, C., Fedor, D., & Davis, W. (1998). Individual differences in feedback propensities and their relationship to training performance. Academy of Management Meeting, San Diego, California.
- Davis, W., Parsons, C., & Herold, D. (1995). Source, message, and recipient characteristics affecting feedback seeking and intentions to utilize sent feedback. Southern Management Association, Annual Meeting, Orlando, Florida.
- Herold, D., Davis, W., & Maslyn, J. (1995). The determinates of affective reactions to feedback-poor work environments. Southern Management Association, Annual Meeting, Orlando, Florida.
- Herold, D., Maslyn, J., & Davis, W. (1995). A typology of workplace AIDS education programs and differences among providers. Academy of Management Meeting, Vancouver, British Columbia.
- Parsons, C., Herold, D., Fedor, D., Rensvold, R., Goodman, J., W. Davis, (1994). Development of an extended version of a measure of performance feedback propensities. American Psychological Society Conference, Washington, District of Columbia.

Regional

- Davis, W. & Mero, N. (2002). Dispositional vs. situational goal orientation: Effects on self-efficacy and performance. Military Personnel Research Science Workshop, Memphis, Tennessee.
- Davis, W. (2001). The effects of goal orientation on performance and self-efficacy in various conditions of task complexity and feedback availability. Military Personnel Research Science Workshop, Memphis, Tennessee.

Research Grants

Funded

- 2005: Walter, D., 'Individual, Dyadic and Organizational Factors Affecting Role-Making and Contextual Performance.' Project Description: A study is proposed to investigate the impact of individual, dyadic, and organizational factors on role-making and contextual performance (\$5,000.00), Hearin Foundation.
- 2004: Walter, D., Principal Investigator. Funded by the Hearin Foundation. The effects of goal orientation and feedback environment on role innovation.' Funding: \$10,000. Status: Project and survey design in progress. (\$10,000.00), Hearin Foundation.
- 2003: Walter, D., Principal Investigator. Funded by the Hearin Foundation. Self-management as a function of situational, supervisory, and individual difference variables.' Funding: \$10,000. Status: Data collected. Data analysis in progress. (\$10,000.00), Hearin

Foundation.

2001: Davis, W., Dispositional vs. situational goal orientation: Effects on self-efficacy and performance(\$102,941.00), Graduate students supported: 2 Status: Paper presented at the 2004 Society for Industrial Organizational Psychology (SIOP) annual meetings. Paper in preparation for journal submission., Office of Naval Research.

2000: Davis, W., The effects of goal orientation on performance and self-efficacy in various conditions of task complexity and feedback availability. (\$77,546.00), Graduate students supported: 3 Paper presented at 2003 Society for Industrial Organizational Psychology (SIOP) annual meetings. Revision Requested from Human Performance., Office of Naval Research.

Other Research Activities

1999: Special Projects or Assignments. Center for Quality and Change Leadership, Georgia Institute of Technology June, 1998 - June, 1999. Project Title: Organizational Learning and Knowledge Management Practices for Improving Business Processes. Funded by the National Science Foundation. Principal Investigator: Soumen Ghosh Objectives: To investigate (1) the adoption of knowledge management practices, (2) organizational factors which enable effective knowledge management, and (3) the impact of various knowledge management practices on business process capabilities and business performance. Activities: Interview knowledge management officers at corporate partner sites; Conduct quantitative data collection by surveying organizations; Disseminate findings via project reports to corporate partners and the National Science Foundation, and articles in management journals.

Service:

Service to the University

Department Assignments

Chair:

2007-2008: Search Committee: Search Committee - Tenure track mgmt position

2006-2007: Search Committee: Search Committee - Entrepreneurship faculty position

2004-2005: Department of Management, Search Committee for Assistant Professor of Management (Southaven Campus): University of Mississippi, School of Business Administration

2002-2003: Department of Management, Search Committee for Assistant Professor of Management Position: University of Mississippi, School of Business Administration

2002-2003 – 2004-2005: Department of Management, Curriculum Development Committee: University of Mississippi, School of Business Administration

Coordinator:

2010-2011: Management Department Research Colloquium Coordinator

2007-2008 – 2008-2009: HR Advisory Board: HR Advisory Board

2006-2007 – 2010-2011: Management Department Doctoral Program Coordinator

2006-2007 – 2010-2011: Management Department SACS Assessment of Learning Coordinator

Faculty Advisor:

2005-2006: Faculty Advisor: Society for Human Resource Management Student Chapter

2003-2004 – 2004-2005: Department of Management, Society for HR Management: University of Mississippi, School of Business Administration

Member:

2006-2007: Search Committee: Search Committee - Business Communication faculty position

2003-2004 – 2004-2005: Department of Management, Search Committee for Assistant Professor of Management Position: University of Mississippi, School of Business Administration

College Assignments

Chair:

2008-2009: Asst/Assoc Professor of Management Search I

2008-2009 – 2010-2011: Laura Williams Dissertation

2007-2008: Management Faculty Search Committee II

2006-2007: Visiting Clin Instructor of MGMT Search

2002-2003: Department of Management, Search Committee for Assistant Professor of Business Administration: University of

Mississippi, School of Business Administration

Faculty Advisor:

2007-2008: Student Organization: Ole Miss Entrepreneurs Student Organization

Member:

2010-2011 – 2011-2012: PhD Committee

2009-2010 – 2011-2012: Scholarship Committee

2009-2010 – 2011-2012: Assurance of Learning Committee

2009-2010 – 2010-2011: PhD Committee

2008-2009: Minu Kumar Dissertation

2008-2009: Assurance of Learning

2008-2009 – 2010-2011: School of Business Assurance of Learning Committee

2008-2009 – 2010-2011: School of Business Scholarship Committee

2008-2009 – 2009-2010: Phillip Tew Dissertation

2008-2009 – 2009-2010: Kaushik Ghosh dissertation

2007-2008: Allison Duke Dissertation

2007-2008 – 2008-2009: Executive Committee

2006-2007 – 2008-2009: The Executive Committee of the School of Business Administration: The Executive Committee of the School of Business Administration

2006-2007 – 2008-2009: PhD Committee

2005-2006: B-Comm Search Committee

2005-2006: Undergraduate Core Curriculum Task Force

2003-2004 – 2005-2006: School of Business Administration, Undergraduate Curriculum Task Force: The University of Mississippi

University Assignments

Coordinator:

2003-2004: Joint University of Mississippi/University of Memphis Management Research Colloquium

Member:

2009-2010: University Assessment Committee

2009-2010 – 2011-2012: University Assessment Committee

2009-2010 – 2010-2011: University Assessment Committee

2007-2008: University Hiring Background Search Advisory Committee: University Hiring Background Search Advisory Committee

2007-2008 – 2008-2009: UM Competes Taskforce: University Research Competitiveness Taskforce

2004-2005 – 2005-2006: Faculty Senate Elections Committee: University of Mississippi Faculty Senate

2004-2005 – 2005-2006: Faculty Senate Representative: University of Mississippi Faculty Senate

Dissertation Assignments

Chair:

2009-2010 – 2010-2011: Russell Clayton Dissertation

2005-2006: Randy Evans: Individual decision making related to issues of corporate responsibility

2004-2005: Charles Carson: The role of individual goal orientation and supervisory orientation in workplace absenteeism.'

Member:

2007-2008 – 2008-2009: Jacob Breland Dissertation: The role of political skill and political climate in recruiter and applicant assessments of fit: Integration of political skill into the interviewing context

2005-2006: Michael Kitchens: Emotional and social consequences of reappraising social exclusion

2005-2006: Joanna Phillips: Relational program effectiveness: The impact of reward type and policy structure on customer commitment and relational worth

2005-2006: Joseph Goodman: The effect of perceptions of accountability on the formal mentoring process

2005-2006: JoAnn Brown: The effects of leader's exemplification and authentic leadership on emulation attempts by followers:

Service to the Profession

Academic Conference: Discussant

2010: Southern Management Association (Regional).

2005: Southern Management Association, Session: Starting to Work: Job Seeking, Recruitment and Early Career Interactions (Regional).

2005: Southern Management Association, Session: Prosocial Behavior and Enacted Versus Espoused Values in Organizations (Regional).

Academic Conference: Moderator / Facilitator

2007: Academy of Management Annual Meeting, Emotions in the Workplace, Philadelphia, Pennsylvania (International).

2005: Southern Management Association, Session: Organizational Justice: Antecedents, Outcomes and the Role of Centralization (Regional).

Board Member: PRJ Editorial Review Board

2008 – 2011: Journal of Business Research (International).

2007 – 2010: International Journal of Leadership Studies (National).

2003 – 2008: Journal of Management (National).

2006 – 2007: International Journal of Leadership Studies (National).

2005 – 2006: International Journal of Leadership Studies (National).

2005: International Journal of Leadership Studies (National).

2005: International Journal of Leadership Studies (International).

Chair: Committee / Task Force

2004: Academy of Management Annual Meeting, Interactive Paper Session Topic: Incentives and Rewards in Organizations (National).

Chair: Conference / Track / Program

2004: Southern Management Association, Session Chair: 'Organizational Citizenship Behaviors' (Regional).

Member: Committee/Task Force

2005: Southern Management Association, Best Doctoral Student Paper Award Committee (Regional).

2003: Southern Management Association, Annual Meeting, Session Topic: Teams in Organizations (National).

Reviewer - Article / Manuscript

2010 – 2011: Academy of Management Conference (National).

2005 – 2010: Southern Management Association (Regional).

Reviewer: Ad Hoc Reviewer for a Journal

2005: Journal of Management Studies (National).

2004: Journal of Business Research (National).

2004: Journal of Managerial Issues (National).

2003: Group and Organization Management (National).

2003: Human Resource Management Journal (National).

Reviewer: Conference Paper

1999 – 2007: Academy of Management Annual Meeting (National).

2004: Southern Management Association, Annual Meeting (National).

Service to the Community

Other Community Service Activities

2005: Oxford School District, Analysis of Performance Appraisal System Developed Performance Appraisal Manual

2004: Oxford School District, Conducted Pay Survey and Compensation Analysis

Other

Memberships

Academy of Management
Society of Human Resource Management
Southern Management Association

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