
Christopher H. Thomas, Ph.D.

Assistant Professor of Management

Department of Management
School of Business Administration
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Professional Interests

Research Interests

Employee engagement, leadership, career development, mentoring.

Academic Background

Ph.D. The University of Georgia, Georgia, Organizational Behavior/Human Resources, 2006

M.P.A. North Carolina State University, N.C., Human Resources Management, 1997

B.A. North Carolina State, N.C., Political Science, 1993

Work Experience

Consulting

1999-2001: Strategic Solutions, Inc., Trainer/HR Consultant, Raleigh, NC

Paid Service

2000: Greensboro College, Leading Edge Youth Ministry Academy, Greensboro, NC

1999: First United Methodist Church, Laurinburg, NC

1997-1995: White Plains United Methodist Church, Cary, NC

1994-1993: Blockbuster, Inc, Customer Relations Coordinator/Customer Service Trainer

Teaching

Courses Taught

Scheduled courses: Organization Behavior, Training and Development

Other courses:

MGMT 355 (Human Resource Mgmt), MGMT 444 (Training & Development), MGMT 468 (Human Resource Planning and Staffing), MGMT 5440 (Business Ethics), MGMT 5920 (Organizational Behavior), MGMT 5820 (Human Resource Mgmt), MGMT 3000 (Principles of Management), MGMT606 (Adv. Organizational Behavior), MGMT 676 (Doctoral OB Seminar)

Research/Intellectual Contributions:

Refereed Articles

Hirschfeld, R. R. & Thomas, C. H. (2011). Age- and Gender-Based Role Incongruence: Implications for Knowledge Mastery and Observed Leadership Potential among Personnel in a Leadership Development Program. *Personnel Psychology*, 64, 661-692.

Hirschfeld, R. R., Thomas, C. H., & Bernerth, J. B. (2011). Consequences of Autonomous and Team-Oriented Forms of Dispositional Proactivity for Demonstrating Advancement Potential. *Journal of Vocational Behavior*, 78, 237-247.

Flores, L. G., Zheng, W., Rau, D., & Thomas, C. H. (in press, 2010). Organizational learning: Sub process identification, construct validation, and an empirical test of cultural antecedents. *Journal of Management*.

Thomas, C. H. & Lankau, M. J. (2009). Preventing burnout: The effects of LMX and mentoring on socialization, role stress, and burnout. *Human Resource Management*, 48 (3), 417-432.

Hirschfeld, R. R., Thomas, C. H., & McNatt, D. B. (2008). Implications of self-deception for self-reported intrinsic and extrinsic motivational dispositions, and actual learning performance: A higher-order structural model. *Educational and Psychological Measurement*, 68, 154-173.

Hirschfeld, R. R., Jordan, M. H., Thomas, C. H., & Feild, H. S. (2008). Observed Leadership Potential of Personnel in a Team Setting: Big Five Traits and Proximal Factors as Predictors. *International Journal of Selection and Assessment*, 16 (4), 385-402.

Hirschfeld, R. R. & Thomas, C. H. (2008). Representations of trait engagement: Integration, additions, and mechanisms. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 63-66.

Hirschfeld, R. R., Thomas, C. H., & Lankau, M. J. (2006). Achievement and Avoidance motivational orientations in the domain of mentoring: Looking both ways in predicting the personal learning of formal mentors and proteges. *Journal of Vocational Behavior*, 68, 524-537.

Lankau, M. J., Riordan, C. M., & Thomas, C. H. (2005). The effects of similarity and liking in formal relationships between mentors' and proteges'. *Journal of Vocational Behavior*, 67, 252-265.

Refereed Proceedings

Full Paper

Thomas, C. H., Hebdon, A., & Novicevic, M. M. (in press, 2011). Dynamic Leadership Role Configurations in Response to Contextual Demands: The Case of Nehemiah. Southern Management Association.

Thomas, C. H., Lankau, M. J., & Wayne, J. H. (in press, 2011). INVESTIGATING TRANSFORMATIONAL LEADERSHIP: ITS IMPACT ON UNIT-LEVEL CLIMATE, EMPLOYEE ENGAGEMENT, INDIVIDUAL PERFORMANCE, AND CUSTOMER SATISFACTION. Southern Management Association.

Craig, J. B., Dibrell, C., Neubaum, D. O., & Thomas, C. H. (2011). Stewardship: Measurement and an assessment of reliability and validity. Academy of Management Annual Meeting.

Thomas, C. H. (2007). A new measurement scale for employee engagement: Scale development, pilot test, and replication. Academy of Management Annual Meeting.

Thomas, C. H. (2005). Preventing Burnout: The effects of LMX and mentoring on socialization, role stress, and burnout. Academy of Management.

Thomas, C. H. & Lankau, M. J. (2003). Mentoring as a competitive HR strategy in organizations. Southern Management Association.

Working Papers

Ammeter, A. P., Thomas, C. H., Novicevic, M. M., Garner, B., & Williams, W. (2010). "THEORY OF REALISTIC SELF-CONTROL BELIEFS IN THE CONTEXT OF ACADEMIC ACHIEVEMENT" targeted for *Journal of Business Ethics*.

Ammeter, A. P., Thomas, C. H., Novicevic, M. M., Garner, B., Hayek, M., Biljana Milikic Bogicevic, (2010). "THEORY OF REALISTIC SELF-CONTROL BELIEFS IN THE CONTEXT OF ACADEMIC ACHIEVEMENT" targeted for *Journal of Business Ethics*.

Thomas, C. H. & Lankau, M. J. (2009). "Mentoring as a competitive HR strategy in organizations: A conceptual development of the link between mentoring and social capital." targeted for *Academy Of Management Review*.

Thomas, C. H. (2009). "Measuring employee engagement: Scale development, pilot test, and replication." targeted for *Personnel Psychology*.

Thomas, C. H., Lankau, M. J., & Hirschfeld, R. R. (2009). "The good and the bad: Mentors' motivations at work as predictors of proteges experiences in a formal mentoring program." targeted for *Journal of Management*.

Briscoe, J. P., Finklestein, L. M., Thomas, C. H., & Murphy, W. M. (2009). "Leadership and Generation Y".

Thomas, C. H. & Lankau, M. J. (2009). "Multi-level tests of employee engagement: Effects of unit-level leadership practices on engagement, and links to business level performance" targeted for *Journal of Management*.

Presentation of Refereed Papers

International

Thomas, C. H. (2005). Preventing Burnout: The effects of LMX and mentoring on socialization, role stress, and burnout. Academy of Management, Honolulu, Hawaii.

Lankau, M. J., Hirschfeld, R. R., & Thomas, C. H. (2004). Mentors' motivations at work as predictors of proteges experiences in a formal mentoring program. Academy of Management, Honolulu, Hawaii.

National

Craig, J. B., Dibrell, C., Neubaum, D. O., & Thomas, C. H. (2011). Stewardship Climate Scale: Measurement and an Assessment of Reliability and Validity. Academy of Management Meeting, San Antonio, Texas.

Flores, L., Rau, D., Zheng, W., & Thomas, C. H. (2009). What the Books Don't Tell You About Questionnaire Development. Academy of Management, Chicago, Illinois.

Hirschfeld, R. R. & Thomas, C. H. (2009). Effects of Age and Gender in a Leadership Development Program. Society for Industrial and Organizational Psychology, New Orleans, Louisiana.

Hirschfeld, R. R. & Bernerth, J. B. (2007). Dualistic Proactivity in a Team Setting: It's Not all Good. Society for Industrial and Organizational Psychology, New York, New York.

Thomas, C. H. (2007). A new measurement scale for employee engagement: Scale development, pilot test, and replication. Academy of Management Annual Meeting, Philadelphia, Pennsylvania.

Thomas, C. H. (2007). An expanded model of employee engagement: Field test of determinants and outcomes. Academy of Management, Philadelphia, Pennsylvania.

Thomas, C. H. (2006). Identifying research-based resources that are appropriate for undergraduate HR students. Academy of Management, Atlanta, Georgia.

Hirschfeld, R. R., Thomas, C. H. , & McNatt, D. B. (2005). Self-deception, intrinsic and extrinsic self-regulatory dispositions, and learning performance. Society for Industrial and Organizational Psychology, Los Angeles, California.

Hirschfeld, R. R., Thomas, C. H. , & Lankau, M. J. (2005). Dyadic dispositional characteristics as determinants of mentors' personal learning. Society for Industrial and Organizational Psychology, Los Angeles, California.

Lankau, M. J., Riordan, C. M. , & Thomas, C. H. (2004). The effects of similarity and liking on mentoring relationships: Mentors' and proteges perspectives. Academy of Management, New Orleans, Louisiana.

Lankau, M. J., Thomas, C. H. , & Riordan, C. M. (2003). How important is it to like each other? The impact of perceived similarity and liking in formal mentoring relationships. Society for Industrial and Organizational Psychology, Orlando, Florida.

Thomas, C. H. & Lankau, M. J. (2003). Mentoring as a competitive HR strategy in organizations. Southern Management Association, Clearwater, Florida.

Regional

Ammeter, A. P., Thomas, C. H. , Novicevic, M., Garner, B. L. , Hayek, M., Biljana M. Bogicevic, (2010). THEORY OF MORAL ACCOUNTABILITY: AN EMPIRICAL TEST IN THE CONTEXT OF ACADEMIC CHEATING. Southern Management Association, St. Pete Beach, Florida.

Presentation of Non-Refereed Papers

State

Thomas, C. H. (2009). Clarifying the Concept of Employee Engagement: Construct Validation and an Empirical Test. University of Illinois-Chicago, Chicago, Illinois.

Research Honors and Awards

Award

2008: Graduate School Competitive Research Grant - \$11,000. Northern Illinois University.

2007: Graduate School Competitive Research Grant - \$11,000 Northern Illinois University.

Service:

Service to the University

Department Assignments

Member:

2007-2008: Northern Illinois University: Departmental Research Committee

2007-2008 – 2008-2009: Northern Illinois University: Departmental Curriculum Committee, 2007 - 2009.

College Assignments

Faculty Advisor:

2006-2007 – 2008-2009: NIU SHRM: Chapter Advisor, Student Chapter

Member:

2009-2010: School of Business Administration Mission Team Committee

University Assignments

Faculty Advisor:

2010: Ronald McNair Program

Member:

- 2008-2009: Northern Illinois University: Faculty Search Committee, HR tenure-track position
2007-2008: Northern Illinois University: Curriculum Development Team, NIU Graduate Certificate in Leadership
2006-2007: Northern Illinois University: University Strategic Planning Roundtable

Other Institutional Service Activities:

- 1994-1995 – 1995-1996: North Carolina State University: Graduate Assistant (MPA - Assessment and Development Program)

Dissertation Assignments**Chair:**

- 2011-2012: Jack Smothers Dissertation Committee
2010-2011: Mario Hayek Dissertation Committee: Co-Chair with Milorad Novicevic

Member:

- 2011-2012: Alex Williams Dissertation Committee
2010-2011: Paul Spurlin Dissertation Committee: Outside member for Finance Ph.D. dissertation
2009-2010: Russell Clayton Dissertation Committee

Service to the Profession**Academic Conference: Discussant**

- 2011: Southern Management Association, Annual Meeting (Regional).
2009: Southern Management Association, Discussant for OB Track: Social Networks and Social Influence in the Workplace, Asheville, North Carolina (Regional).

Invited Lecture

- 2009: University of Illinois-Chicago, Invited presentation on Employee Engagement Construct for Faculty and Doctoral Students, Chicago, Illinois (State).

Member: Committee/Task Force

- 2002: Cason Hall Publishers, Best Careers Paper Selection Committee (National).

Other Professional Service Activities

- 2008: National Science Foundation, Grant Reviewer, (SES - INNOVATION & ORG SCIENCES) (National).

Reviewer: Ad Hoc Reviewer for a Journal

- 2011: Journal of Organizational Behavior (National).
2010 – 2011: Human Resource Management Journal (National).
2010: Journal of Occupational and Organizational Psychology (International).
2005: Journal of Organizational Behavior (National).
2005: Journal of Occupational and Organizational Psychology (National).

Other**Other Honors and Awards**

- 2004: Presidential Graduate Fellowship University of Georgia.
2003: Thomas C. Cohen Scholarship Terry College of Business.
2003: Presidential Graduate Fellowship University of Georgia.
2002: Presidential Graduate Fellowship University of Georgia.
2001: Presidential Graduate Fellowship University of Georgia.

Other Activities

- 2009 - Executive Education : Invited presentation, 'Creating a Climate for High Quality Customer Service,' for Executive Management team of Abbott Labs, Chicago, Ill.
1995 - Other : Special Graduate Assignment, NCSU Emerging Issues Forum

1995 - Other : President - Graduate Association of Public Administration

References

Melanie J. Lankau, PhD
Department of Management
Terry College of Business
University of Georgia
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Department of Management and Quantitative Methods
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