

Curriculum Vitae
T.T. (Rajan) Selvarajan
Associate Professor of Management
College of Business and Economics
CSU-Eastbay
Email: rajan.selvarajan@csueastbay.edu

Academic Background

Ph.D. in Business Administration. Arizona State University, Tempe, Arizona, USA.
Area: Management. Year of graduation: 2000.

Academic Work Experience

Associate Professor of Management, College of Business and Economics, CSU-Eastbay (2016-present)

Associate Professor of Management, School of Business Administration, Montclair State University, New Jersey (2014-2016)

Associate Professor of Management (with tenure), School of Business Administration, University of Houston-Victoria (2009- 2014)

Assistant Professor of Management, School of Business Administration, University of Houston-Victoria (2004 - 2009).

Assistant Professor, College of Business and Technology, Northeastern State University, Oklahoma (2002 – 2004)

RESEARCH INTERESTS

Human Resource Management
International human resource management
Managing temporary employees
Work family conflict
Gender and Diversity in organizations

Employee engagement

TEACHING INTERESTS

International Human Resource Management
Human Resource Management
Leadership and Organizational Change
Organizational Behavior
Cross cultural management
Managing Diversity in Organizations
International Human Resource Management
Human Resource Management
International Management

AWARDS

Engaged Teaching Fellow Award, Montclair State University (2015). Award given to select faculty on a competitive basis to pursue engaged teaching pedagogies (\$1000).

Research Grant, Montclair State University (2015). Award given to select faculty on a competitive basis to pursue research (\$5000).

Summer Research Grant, Montclair State University (2015). Award given on a competitive basis for pursuing research that could lead to external funding (\$3500).

‘Partnership Professorship Award’ from the School of Business Administration, University of Houston-Victoria (2013). The award is given to faculty for the overall excellence in teaching, research and service.

‘Bloomberg Business Week’ Teaching Excellence Award, School of Business, University of Houston-Victoria, for the year 2011.

Summer Research Grant, University of Houston-Victoria, \$10,000 for 2010.

Nominated for the Enron Teaching Excellence award at the University of Houston-Victoria

RESEARCH

Refereed Journal Articles

Selvarajan, TT., Singh, B and Cloninger, P (2016). Role of personality and affect on the social support and work family conflict relationship. *Journal of Vocational Behavior*, 94, 39-56.

Cloninger, P, Selvarajan, T. T., Singh, B (2015). The mediating influence of work–family conflict and the moderating influence of gender on employee outcomes. *International Journal of Human Resource Management*, 26, 18, 2269-2287.

Selvarajan, T. T & Slattery, J. P., Stringer, D. (2015). Gender and employee attitudes: A study of temporary employees. *Journal of Business Research*, 68, 9, 1919-1927.

Selvarajan, T. T. Cloninger, P., and Singh, B (2013). Social support and work family conflict A test of an indirect effects model. *Journal of Vocational Behavior*, 83(3), 486-499.

Singh, B. Winkel, D. & Selvarajan, T. T (2013). Managing diversity at work: Does psychological safety hold the key to managing racial differences in employee performance? *Journal of Occupational and Organizational Psychology*, 86, 2, 242-263.

Singh, B. & Selvarajan, T.T (2013). Is it Spillover or Compensation? Effects of Community and Organizational Diversity Climates on Race Differentiated Employee Intent to Stay. *The Journal of Business Ethics*, 115, 2, 259-269.

Selvarajan, T. T. & Cloninger, P (2011). Can Performance Appraisals Motivate Employees to Improve Performance? A Mexican Study. *International Journal of Human Resource Management*. 23, 15, 3063-3084.

Selvarajan, T. T. & Cloninger, P (2010). Can Ethics Education Improve Ethical Judgment: An Empirical Study. *SAM Advanced Management Journal*. Autumn, 2010, 4-11. 9082778681 598-50-113

Slattery, J., Selvarajan, T. T., Anderson, J., & Sardesai, R. (2010). Relationship between job characteristics and attitudes: A study of temporary employees. *Journal of Applied Social Psychology*, 40(6), 1539-1565.

Selvarajan, T. T. & Cloninger, P. A. (2008). The importance of accurate performance appraisals for creating ethical organizations. *Journal of Applied Business Research*, 24(3), 39-44.

Slattery, J. & Selvarajan, T. T. (2008). the influences of new employee development practices upon role stressors and work-related attitudes of temporary employees. *International Journal of Human Resource Management*, 19(12), 2268-2293.

Selvarajan, T. T., Ramamoorthy, N., & Patrick, F. (2007). The role of human capital philosophy in promoting firm innovativeness and performance: test of a causal model. *International Journal of Human Resource Management*, 18 (8), 1456-1470.

Cardy, R. L. & Selvarajan, T. T. (2006). Assessing Ethical Behavior: Impact of outcomes on judgment bias. *Journal of Managerial Psychology*, 21 (1), 52-72.

Cardy, R. L. & Selvarajan, T. T. (Rajan) (2006). Competencies: Alternative frameworks for competitive advantage. *Business Horizons*, 49 (3), 234-245.

Selvarajan, T. T. Rajan, Ramamoorthy, N., Flood, P., & Rowley, P. (2006). Employee Stock Option Plan and Employee Attitudes: A Test of Extrinsic versus Intrinsic Models. *International Journal of Sociology and Social Policy*, 26 (5/6), 245-254.

Slattery, J. P., Selvarajan, T.T. (Rajan), & Anderson, J. E. (2006). Influences of New Employee Development Practices on Temporary Employee Work-Related Attitudes. *Human Resource Development Quarterly*, 17 (3), 279-303.

Slattery, J. P. & Selvarajan, T. T. Rajan (2005). Antecedents to Temporary Employee Turnover Intentions. *Journal of Leadership and Organizational Studies*, 12 (1), 53-67.

Book Chapters in Scholarly Edited Books

Cardy, R. L. & Selvarajan, T. T. (Rajan) (2015, forthcoming). Management Interventions. In Anderson, N., Ones, D., and Viswesvaran C (Ed.) *Handbook of industrial, work and organizational psychology, Volume 2*. Sage Publications. 2nd edition.

Cardy, R. L. & Selvarajan, T. T. (Rajan) (2006). Beyond rhetoric and bureaucracy: Using HRM to add ethical value. In Deckop, J (Ed.) *Human Resource Management Ethics*. Charlotte, NC: Information Age Publishing.

Cardy, R. L. & Selvarajan, T. T. (Rajan) (2001). Management Interventions. In Anderson, N., Ones, D., Sinangil, H., and Viswesvaran C (Ed.) *Handbook of industrial, work and organizational psychology, Volume 2*. Sage Publications.

Research Papers Under Review

Selvarajan, T. T. and Singh, B and Solansky, S. Performance appraisal fairness and LMX: A study of US and Mexican employees. *Journal of Business Research (Revise and Resubmit)*

Singh, B., Schafer, M., and Selvarajan, T. T. Organizational and Community Embeddedness: The Roles of Support, Psychological Safety, and Need to Belong, *Journal of Organizational Behavior (Revise and resubmit)*

Selvarajan, T.T., Singh, B and Stringer, D. Work family conflict and employee outcomes: Moderating role of spirituality. *Journal of Business Ethics* (first review).

Selvarajan, T.T., Singh, B and Tripathi, R. Employee empowerment and employee outcomes in Mexican Culture: Moderating role of power distance. *Journal of International Management* (first review).

Selvarajan, T. T. and Cloninger, P. Work family conflict and counterproductive behaviors: The role of affect and regulatory focus. *Journal of Business Research* (first review).

Selvarajan, T.T., Singh, B. and Cloninger, P. Work family support and work family conflict: The role of spirituality. *Journal of Business Ethics* (first review)

Conference Proceedings

Selvarajan, T. T. Singh, B., and Stringer, D (2014). Work family conflict and well being: Moderating role of spirituality. *Academy of Management Proceedings*, Philadelphia.

Selvarajan, T. T. and Singh, B. (2013). Employee empowerment and employee outcomes in Mexican Culture: Moderating role of power distance. *Academy of Management Proceedings*, Boston.

Presentation of Refereed Conference Papers

Singh, B., Schafer, M., and Selvarajan, T. T. Organizational and Community Embeddedness: The Roles of Support, Psychological Safety, and Need to Belong (2016). Academy of Management Conference in Anaheim, CA. August.

Rao, A., and Selvarajan, T.T. (2016). How can organizations meaningfully impact people with disabilities? Academy of Management Conference in Anaheim, CA. August.

Selvarajan, T. T. Singh, B., and Stringer, D (2014). Work family conflict and well being: Moderating role of spirituality. Academy of Management Meeting, Philadelphia, August 2014.

Selvarajan, T. T. and Singh, B. (2013). Employee empowerment and employee outcomes in Mexican Culture: Moderating role of power distance. Paper accepted for presentation at the Academy of Management Meeting, Orlando, FL.

Singh, B. Winkle, D. & Selvarajan, T. T. (2012) Managing diversity at work: Does psychological safety hold the key to managing racial differences in employee performance? *Paper presented at the Academy of Management Meeting, Boston, 2012.*

- Selvarajan, T. T., Cloninger, P., and Singh, B. (2012) Social support and work family conflict: A test of moderated mediation model. *Paper presented at the Academy of Management Meeting, Boston, 2012.*
- Selvarajan, T. T. and Singh, B (2012). Performance appraisal fairness and LMX: A study of US and Mexican employees. *Paper presented at the Southern Management Association Meeting, Orlando, Fl, October, 2012.*
- Singh, B. & Selvarajan, T. (2012). Is it Spillover or Compensation? Effects of Community and Organizational Diversity Climates on Race Differentiated Employee Intent to Stay. *Paper presented at the Southern Management Association Meeting, Orlando, Fl, October, 2012.*
- Cloninger, P. & Selvarajan, T. T. (2011). Relationship between Family-friendly Organizational Policies and Work-Family Conflict: Moderating Role of Core Self Evaluations. *Presented at the Western Decision Sciences Conference, Portland, Oregon.*
- Cloninger, P. & Selvarajan, T. T. (2011). Relationship between work family interface, employee attitudes and outcomes. *Presented at the SAM Advanced Management Conference, Orlando, Florida.*
- Cloninger, P. & Selvarajan, T. T. (2010). Can ethics education improve ethical judgments: An empirical study *Presented at the SAM Advanced Management Conference, Arlington, VA*
- Selvarajan, T.T. & Sardessai, R. (2008). The Influence of New Technology on Human Resource Management. *Presented at the International Conference on Indigenous Practice, Annamalai University, Chidambaram, India. .*
- Cloninger, P. & Selvarajan, T. T. (2008). Growth and Survival of Domestic and International Young Ventures: A Follow-Up Study. *Presented at the Academic Business World International Conference, Nashville, Tennessee.*
- Selvarajan, T. T. ., Sardessai, R., & Swaidan, Z. (2008). *The Influence of Performance Appraisal Characteristics on Appraisal Attitudes of Mexican Employees.* Presented at the IABD, Salamanca, Spain.
- Cloninger, P. & Selvarajan, T. T. (2008). Growth and Survival of Domestic and International Young Ventures: A Follow-Up Study. *Presented at Academic Business World International Conference, Nashville, Tennessee.*
- Slattery, J.P and Selvarajan, T. T. (2008) Relationship between job characteristics and attitudes: A study of temporary employees. *Paper presented at the Southwest Academy of Management Meeting, March, 2008, Houston, USA.*

- Selvarajan, T. T. & Slattery, J. P. (2007). "Examining the relationship between new employee development practices, role stressors and attitudes of temporary employee". Paper presented at the *Southern Management Association Meeting, November 2007, Nashville, Tennessee, USA*.
- Selvarajan, T. T. & Cloninger, P. (2007). "Job Appraisal Outcomes: Does Ethics Education Overcome Job Outcome Bias," *Society for Business Ethics Annual Meeting, Philadelphia, USA, August*.
- Selvarajan, T. T. & Sardesai, R. (2007, October). Correlates of attitude toward performance appraisal: A study of Mexican employees. *International Academy of business and Economics (IABE), Las Vegas, Nevada*.
- Selvarajan, T. T. (2007). Appraisal of ethical performance: A theoretical model. *International Academy of business and Economics (IABE), Las Vegas, Nevada*.
- Selvarajan, T. T. & Sardesai, R. (2007, March). A Model for Appraising Salesperson's Ethical Behavior In Organizations In A Cross-Cultural Context. *International Academy of Business Disciplines (IABD), Orlando, Florida*.
- Selvarajan, T. T., Ramamoorthy N., Guthrie, J., Flood, P., & MacCurtain, S. (2005). The Influence of Firm Characteristics, Industry Environment, Firm Strategy, and Top Management HRM Philosophy of Innovativeness and Firm Performance. *Dutch HRM Network Conference, University of Twente, Netherlands*.
- Selvarajan, T.T., Ramamoorthy, N., Flood, P., & Rowley, P. (2005). *ESOP and Employee Attitudes: and Exploratory empirical Examination of Knowledge Workers in Ireland. Fifth International HRM Workshop, Seville, Spain*.
- Slattery, J.P. & Selvarajan, T. T. (2005). Antecedents to temporary employee turnover intentions. *Midwestern Academy of Management Meeting, Chicago, USA*.
- Slattery, J.P. & Selvarajan, T. T. (2004). The Relationship between Job Satisfaction, Organizational Commitment, and Employee Turnover among Temporary Employees. *Western Decision Sciences Institute Conference*.
- Cardy R. L. & Selvarajan, T.T. (2004). Performance appraisal and ethics: Does success excuse all? *Presented at Southern Management Association Conference in San Antonio, Texas, San Antonio, Texas*.
- Selvarajan, T.T. (2004). Managing Ethical Behavior in Organizations: The Role of Human Resources Management. *Presented at International Association of Business Public Administration, New Orleans, January 2004. New Orleans, Louisiana*.

Selvarajan, T.T. & Cardy, R. L. (2003, August). Ethical Performance Appraisal: The influence of schematic, affective, and attributional processes. *Academy of Management Meeting, Seattle, Washington.*

TEACHING

Courses Taught

MBA Level

Management and Organizational Behavior
Leadership and Organizational Change
International Human Resource Management
Managing Diversity in Organizations
Strategic Management
Comparative Management

Undergraduate Level

Organizational Behavior
Leadership
Principles of Management
Human Resource Management

Summary of student teaching evaluations

A summary of teaching evaluations is provided on the next two pages.

Summary of student teaching evaluations

Semester	Course	Description	Teaching Evaluation (Average of all responses)
University of Houston-Victoria*			
Spring 2013	Mgt 6354	Leadership and Organizational Change (MBA)	4.6*
Spring 2013	Mgt 6354	Leadership and Organizational Change (MBA)	4.64*
Spring 2013	Mgt 6372	Organizational Theory (MBA)	4.43*
Summer 2012	Mgt 6371	Contemporary Issues in Management	4.6*
Spring 2012	Mgt 3311	Principles of Management (undergraduate)	4.7*
Spring 2012	Mgt 6351	Organizational Behavior	4.2*
Spring 2012	Nur 6316	Nursing Organizational Behavior	4.6*
Fall 2011	Mgt 6359	Strategic Management (MBA)	4.2*
Fall 2011	Mgt 6359	Strategic Management (MBA)	4.6*
Fall 2011	Mgt 3311	Principles of Management (undergraduate)	4.7*
Summer 2011	Mgt 4314	Leadership (undergraduate)	4.8*
Summer 2011	Mgt 4320	Organizational Behavior (undergraduate)	4.42*
Spring 2011	Mgt 4320	Organizational Behavior (undergraduate)	4.64*
Spring 2011	Mgt 6351	Management and Organizational Behavior (MBA)	4.25*
Spring 2011	Mgt 6359	Strategic Management (MBA)	4.67*
Fall 2010	Mgt 4314	Leadership (undergraduate)	4.38*
Fall 2010	Mgt 6351	Management and Organizational Behavior (MBA)	4.33*
Fall 2010	Mgt 6359	Strategic Management (MBA)	4.53*
Spring 2010	Mgt 4314	Leadership (undergraduate)	4.38*
Spring 2010	Mgt 6359	Strategic Management (MBA)	4.27*
Spring 2010	Mgt 6359	Strategic Management (MBA)	4.06*
Fall 2009	Mgt 6354	Leadership and Organizational Change (MBA)	4.56*
Fall 2009	Mgt 6354	Leadership and Organizational Change (MBA)	4.21*
Fall 2009	Mgt 6359	Strategic Management (MBA)	4.13*
Spring 2009	Mgt 6354	Leadership and Organizational Change (MBA)	4.18*
Spring 2009	Mgt 6354	Leadership and Organizational Change (MBA)	4.08*
Spring 2009	Mgt 4320	Organizational Behavior (undergraduate)	4.3*
Summer 2008	Mgt 6353	Managing Diversity (MBA)	4.54*
Summer 2008	Mgt 3311	Principles of Management (undergraduate)	4.34*
Spring 2008	Mgt 6353	Managing Diversity (MBA)	4.22*
Spring 2008	Mgt 6359	Strategic Management (MBA)	4.47*
Spring 2008	Mgt 6359	Strategic Management (MBA)	4.32*
Fall 2007	Mgt 6353	Managing Diversity (MBA)	4.29*
Fall 2007	Mgt 6359	Strategic Management (MBA)	4.63*
Fall 2007	Mgt 6359	Strategic Management (MBA)	4.53*

* on a 5 point scale where 1 = lowest rating' and 5 = 'highest rating'

Summary of student teaching evaluations (continued on next page)

Summary of student teaching evaluations (continued)

Semester	Course	Description	Teaching Evaluation (Average of all responses)
University of Houston-Victoria*			
Summer 07	Mgt 6300	International Human Resource Management (MBA)	4.61*
Summer 07	Mgt 6353	Managing Diversity in Organizations (MBA)	4.15*
Spring 2007	Mgt 6353	Managing Diversity in Organizations (MBA)	4.72*
Spring 2007	Mgt 6359	Strategic Management (MBA)	4.5*
Spring 2007	Mgt 6359	Strategic Management (MBA)	4.63*
Fall 2006	Mgt 6353	Managing Diversity (MBA)	5*
Fall 2006	Mgt 6353	Managing Diversity (MBA)	4.43*
Fall 2006	Mgt 6300	International Human Resource Management (MBA)	4.52*
Summer 2006	Mgt 6354	Leadership and Organizational Change (MBA)	4.91*
Summer 2006	Mgt 6353	Managing Diversity (MBA)	4.36*
Spring 2006	Mgt 6353	Managing Diversity (section 08217) (MBA)	4.51*
Spring 2006	Mgt 6353	Managing Diversity (MBA)	5*
Spring 2006	Mgt 6353	Managing Diversity (MBA)	4.33*
Fall 2005	Mgt 6353	Managing Diversity (MBA)	4.76*
Fall 2005	Mgt 6353	Managing Diversity (MBA)	4.59*
Fall 2005	Mgt 6354	Leadership and Organizational Change (MBA)	4.65*
Summer 2005	Mgt 6354	Leadership and Organizational Change (MBA)	4.3*
Summer 2005	Mgt 6353	Managing Diversity (MBA)	4.52*
Spring 2005	Mgt 6353	Leadership and Organizational Change (MBA)	4.34*
Spring 2005	Mgt 6353	Managing Diversity (MBA)	4.54*
Spring 2005	Mgt 6354	Leadership and Organizational Change (MBA)	4.19*
Fall 2004	Mgt 6354	Leadership and Organizational Change (MBA)	4.27*
Fall 2004	Mgt 6353	Managing Diversity (MBA)	4.61*
Fall 2004	Mgt 6354	Leadership and Organizational Change (MBA)	4.67*
Summer 2004	Mgt 6351	Organizational Behavior (MBA)	4.91*
Montclair State University **			
Fall 2014	Mgt 316	Human Resource Management (undergraduate)	1.56**
Fall 2014	Mgmt 315	Organizational Behavior (undergraduate)	1.6**
Fall 2014	Mgmt 315	Organizational Behavior (undergraduate)	1.9**

* on a 5 point scale where 1 = 'lowest rating' and 5 = 'highest rating'

** on a 5 point scale where 1 = 'highest rating' and 5 = 'lowest rating'

SERVICE**Service to the University**

University Undergraduate affairs committee (chair)
 Faculty search committee (chair)
 Research and Teaching Awards Committee (chair)
 Faculty research grant award committee (chair)
 Undergraduate Curriculum Planning and Assessment Committee, Member
 Human Subjects Committee, Member
 Employee of the month committee, Member
 MBA Conference, Coordinating Faculty
 School of Business undergraduate curriculum committee (member)

Service to the Profession**Editorial Board Member**

Journal of Management Development
 Journal of Business Strategies

Reviewer for Academic Journals

Journal of Management
 International Journal of Human Resource Management
 Personnel Review
 Human Resource Development International
 Journal of Business and Management
 Group and Organization Management
 Journal of Occupational Health Psychology

Reviewer: Conference Papers

Academy of Management, Gender and Diversity issues in Management Division.
 Academy of Management, Organizational Behavior Division.
 Western Decision Sciences Institute (WDSI).
 Academy of Management, Human Resource Division.
 Midwestern Academy of Management Meeting
 Southern Management Association Meeting
 Southwest Decision Sciences Institute (SWDSI)

Discussant/Program Chair for conferences

Session Chair/Discussant: Southwest Academy of Management Meeting
 Session Chair/Discussant: Southern Management Association Meeting.
 Academy of Management

MEMBERSHIP OF ACADEMIC ORGANIZATIONS (current and past)

Academy of Management
American Psychological Association
Midwestern Academy of Management
Southern Management Association
Southwestern Management Association

INDUSTRY WORK EXPERIENCE

Consultant: Whittman Hart/March First (2000-2002)
Human Resources Manager, Essar Group, India (1991-1993)
Operations Manager, Neyveli Lignite Corporation, India (1986-1991)

REFERENCES

- 1) Dr. Peggy Cloninger
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- 2) Dr. Jeff Slattery
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- 3) Dr. Barjinder Singh
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