

APARNA JOSHI
Associate Professor
Department of Management & Organization
Smeal College of Business
Pennsylvania State University
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ACADEMIC POSITIONS

Associate Professor (with Tenure)

Pennsylvania State University, 2012-

Associate Professor (with Tenure)

University of Illinois at Champaign-Urbana, 2009-2012

Assistant Professor

University of Illinois at Champaign-Urbana, 2002-2009

Visiting Fellow

Faculty of Business & Economics, Work & Org. Studies Dept., University of Sydney,
Fall, 2010

Visiting Faculty

Indian School of Business, Hyderabad, India, 2011

EDUCATION

Rutgers University

Ph.D. School of Management & Labor Relations, 2002

Indian Institute of Technology, Mumbai, India

M.Phil. Industrial Relations, 1996

Jawaharlal Nehru University, New Delhi, India

M.A. Political Science, 1993

Elphinstone College, Mumbai, India

B.A. Political Science, 1992

RESEARCH AREAS

- Teams
- Gender & Diversity
- Multilevel Theory and Methods
- Cross-Cultural Management

TEACHING AREAS

- Diversity and Cross-cultural Management
- Managing Human Capital in Organizations
- Groups and Teams in Organizations

EDITORIAL POSITIONS/BOARDS

Associate Editor, *Academy of Management Journal*, 2013-2016

Editorial Board, *Academy of Management Journal*, 2010-2013

Editorial Board, *Organizational Behavior and Human Decision Processes*, 2010-2013

Co-Editor, *Research in Personnel and Human Resource Management*, 2009-2013

HONORS / AWARDS/GRANTS

2010 National Science Foundation (NSF) Grant #0964963 \$281,835.00

Joshi, A. Unpacking the Effects of Demographic Diversity in Multidisciplinary Groups (*sole PI*), Innovations and Organizational Sciences Program, Division of Social and Economic Sciences

2010, Saroj Parasuraman Award for Best Published Paper in the Area of Diversity,

Academy of Management Meeting, Montreal, Canada.

Joshi, A., & Roh, H. 2009. The role of context in work team diversity research: A meta-analytic review. *Academy of Management Journal*. 52: 599-628.

2008, Dorothy Harlow Distinguished Paper Award, Academy of Management

Meeting, Anaheim, CA.

Joshi A., & Roh., H. 2008. Considering context in work team diversity research: A meta-analytic review.

2007, OB Division's Making Connections Award, Annual Academy of Management

Meeting, Philadelphia, PA.

Joshi A. 2007. How, where, and why diversity matters: A contextualized agenda for future research. Chair, organizer and presenter of panel symposium.

2006, Dorothy Harlow Distinguished Paper Award, Academy of Management

Meeting, Atlanta.

Liao, H., Chuang, A., & **Joshi, A.** 2006. In the eye of the beholder: Understanding perceived dissimilarity.

2003, Ulrich-Lake Award for outstanding contribution to the *Human Resource*

Management Journal.

Kochan, T., Bezrukova, K., Ely, R., Jackson, S., **Joshi, A.**, Jehn, K., Leonard, J., Levine, D., and Thomas, D. 2003. The effects of diversity on business performance: Report of a feasibility study of the diversity research network. *Human Resource Management Journal*, 42: 3-21.

2002, Industrial Relations Research Association, Honorable Mention, Best

Dissertation Competition.

Joshi. A. 2002. How context makes a difference: The process and performance outcomes of work team diversity.

2001, Gender and Diversity in Organization's Best Paper Based on a Dissertation

Award, Academy of Management.

Joshi, A. 2001. The context in which some differences make a difference: The influence of organizational demography on the outcomes of team diversity.

PUBLICATIONS

Refereed Journal Articles

(Total Google Citation counts: 3,425, Google h-index: 22, i-10 index:25; Web of Science Citation counts: 1147; h-index: 14)

1. **Joshi A.** 2013. By whom and when is expertise recognized? The interactive effects of gender and education in science and engineering teams. *Administrative Science Quarterly*. In Press.
2. Gajendran, R., & **Joshi, A.** 2012. Inclusion and identification in virtual teams: Does leader-member virtual communication matter? *Journal of Applied Psychology*, 97:1252-1261
3. **Joshi, A.**, Liao, H., & Roh, H. 2011. Bridging domains in workplace demography research: A review and reconceptualization. *Journal of Management*. 37: 521-552. *Special Issue on Bridging Micro and Macro Domains in Organizational Research*
4. **Joshi, A.**, Dencker, J., Franz, G., & Martocchio, J. 2010. Unpacking generational identities in organizations. *Academy of Management Review*. Vol. 35, 392-414. *Runner up for the Saroj Parusaraman Award, Best Published Paper in the area of Diversity, GDO Division*
5. **Joshi, A.**, Pandey, N., & Han G. 2009. Bracketing team boundary spanning: An examination of task-based, team-level, and contextual moderators. *Journal of Organizational Behavior*. 30: 731-759. *Runner Up 2009 Best Paper in Journal of Organizational Behavior*
6. **Joshi, A.**, & Roh, H. 2009. The role of context in work team diversity research: A meta-analytic review. *Academy of Management Journal*. 52: 599-628.
7. **Joshi, A.**, Lazarova, M., & Liao, H. 2009. Getting everyone on board: The role of inspirational leadership in geographically dispersed teams. *Organization Science*. 20: 240-252.
8. Liao, H., Chuang A., & **Joshi A.** 2008. In the eye of the beholder: Understanding why people think they are different, and when perceived dissimilarity leads to turnover. *Organizational Behavior and Human Decision Processes*. 106:106-124.
9. Dencker, J., **Joshi, A.**, & Martocchio, J. 2008. Towards a theoretical framework linking generational memories to workplace attitudes and behaviors. *Human Resource Management Review*. 18: 210-220.
10. Dencker, J., **Joshi, A.**, & Martocchio, J. 2007. Employee benefits as a source of inter-

- generational conflict. *Human Resource Management Review*. 17:208-220.
11. **Joshi, A.** 2006. The influence of organizational demography on the external networking behavior of teams. *Academy of Management Review*. 31: 583-597.
 12. **Joshi, A.,** Liao, H., & Jackson, S.E. 2006. Cross-level effects of workplace diversity on sales performance and pay. *Academy of Management Journal*, 49: 459-481.
 13. Liao, H., **Joshi A.,** & Chuang, A. 2004. Sticking out like a sore thumb: Employee dissimilarity and deviance. *Personnel Psychology*. 57: 969-1000.
 14. Jackson, S.E. & **Joshi A.** 2004. Diversity in social context: A multi-attribute, multi-level analysis of team diversity and performance in a sales organization. *Journal of Organizational Behavior*, 25: 675-702.
 15. Leonard, J., Levine, D., & **Joshi A.** 2004. Do birds of a feather shop together? The effects on performance of employees' similarity with one another and with customers. *Journal of Organizational Behavior*, 25:731-754.
 16. Jackson, S. E., **Joshi, A.,** & Erhardt, N. L. 2003. Recent research on team and organizational diversity: SWOT analysis and implications. *Journal of Management*. 29: 801-830.
Cited among the top 25 most highly read papers in the Journal of Management
 17. Kochan, T., Bezrukova, K., Ely, R., Jackson, S., **Joshi, A.,** Jehn, K., Leonard, J., Levine, D., and Thomas, D. 2003. The effects of diversity on business performance: Report of a feasibility study of the diversity research network. *Human Resource Management Journal*, 42: 3-21.
 18. Gully, S., Incalcaterra, K., **Joshi, A.,** & Beaubin, J. 2002. A meta-analysis of team-efficacy, potency, and performance: Interdependence and level of analysis as moderators of observed relationships. *Journal of Applied Psychology*, 87: 819-832.
 19. **Joshi, A.,** Labianca, G., & Caligiuri P. 2002. Getting along long distance: Understanding conflict in a multinational team through social network analysis. *Journal of World Business*. 37:277-284
 20. Caligiuri, P.M., **Joshi, A.,** & Lazarova M. 1999. Factors affecting the success of women on global assignments. *International Journal of Human Resource Management*, 10: 163-179.
 21. Caligiuri, P., Hyland, M., **Joshi A.,** & Bross, A. 1998. Testing a theoretical model for examining the relationship between family adjustment and expatriates' work adjustment. *Journal of Applied Psychology*, 83: 598-614.

Research Monographs, Book Chapters, Other Publications

22. **Joshi, A., & Roh, H.** Context in Work Team Diversity Research. In Roberson, Q. (Ed) *Oxford Handbook of Diversity*, Oxford University Press. Forthcoming.
23. **Joshi, A., Dencker, J., & Franz, G.** 2011 Generations in organizations. In Brief A. & Staw, B (Eds) *Research in Organizational Behavior*. 3:177-205
24. Jackson S.E & **Joshi, A.** 2010. Work team diversity. In S.Zedeck (Ed.) *APA Handbook of IO Psychology* (Vol. 1: Building and developing the organization: 651-686). APA: Washington DC, US.
25. **Joshi, A., & Roh, H.** 2008. A contextual examination of work team diversity research: A review and future agenda. In E. Mannix and M. Neale (Eds.) *Research on Managing Groups and Teams*. (Vol. 11: 27-53). Emerald Publishing:UK.
26. **Joshi, A., & Roh, H.** 2007. Context matters: Multilevel considerations in diversity research. In J. Martocchio (Ed) *Research in Personnel and Human Resource Management*. (Vol. 26: 1-48). Elsevier, JAI: Oxford.
27. **Joshi, A., & Lazarova, M. B.** 2006. Do “global” teams need “global” leaders?: Identifying leadership competencies in multinational teams. In D. L. Shapiro, M.A. Von Glinow, and J. Cheng (Eds.), *Managing Multinational Teams: Cultural, Organizational, and National Influences*. Elsevier Press.
28. **Joshi, A., & Martocchio, J.J.** Compensation and reward systems in a multicultural context. In Eugene Stone and Ed Salas (Eds.) *Cultural Diversity and Human Resources Practices*. Lawrence Erlbaum. Forthcoming.
29. **Joshi, A. & Jackson S. E.** 2003. Understanding work team diversity: Challenges and opportunities. In M. West, D.Tjosvold and K.Smith, (Eds.) *The International Handbook of Organizational Teamwork and Cooperative Working* (pg. 277-296). John Wiley & Sons Ltd.
30. Jackson, S.E., & **Joshi A.** 2001. Research on domestic and international diversity in organizations: A merger that works? In N. Anderson, D. Ones, H. Sinangil, & C. Visweswaran, (Eds.) *Handbook of Industrial, Work and Organizational Psychology* (pg. 206-231). Sage Publications.
31. **Joshi, A.** 1999. Networking employees for success in global teams: A case study. *International Journal of Human Resource Information Management*, December,1999: 34-39.
32. Caligiuri, P., Hyland, M., & **Joshi A.** 1998. Families on global assignments: Applying work family theories abroad. In A. Rahim (Ed.) *Current Topics in Management* (Vol.3): 313-328. Greenwich, CT: JAI Press.

Best Paper Proceedings

33. Son, J., Joshi, A., & Roh, H. 2012. The Contingent Effects of Gender on Performance and Turnover, *GDO Division, Best Paper Proceedings* Academy of Management Meetings, Boston.
34. Gajendran, R., & Joshi, A. 2011. Inclusion and Identification in Virtual Teams: Does Leader-Member Virtual Communication Matter? *OCIS Division, Best Paper Proceedings, Academy of Management Meetings*. San Antonio, Texas.
35. Joshi A., & Roh., H. 2008. Considering context in work team diversity research: A meta-analytic review. *GDO Division, Best Paper Proceedings, Academy of Management Meetings*. Anaheim, CA.
36. Joshi, A., Lazarova, M., & Liao, H. 2006. A Cross-level study of identification in geographically dispersed settings: The role of leadership. *OB Division, Best Paper Proceedings, Academy of Management Meetings*. Atlanta, GA.
37. Liao, H., Chuang, A., & Joshi, A. 2006. In the eye of the beholder: Understanding perceived dissimilarity. *GDO Division, Best Paper Proceedings, Academy of Management Meetings*. Atlanta, GA.
38. Joshi, A., Liao, H., & Jackson, S.E. 2004. Do they practice what they preach? A cross-level investigation of pay inequities. *OB Division, Best Paper Proceedings, Academy of Management Meetings*. New Orleans, LA.

KEYNOTE ADDRESSES AND INVITED PRESENTATIONS

1. *Role of Gender in Career Transitions, Invited Guest Address at the Inaugural Catalyst Symposium, Career Pathways in Emerging and Mature Markets: Global Trends, Gender Gaps, and Game Changers*, Bangalore, India, April, 2013.
2. *Gender Diversity in Science and Engineering Work Groups. Invited Guest Address at the “Transformations: Reconstructing Institutional Identity in an Age of Super Diversity”*, Purdue University, West Lafayette, Indiana, March, 2013.
3. *Diversity and Inclusion: Looking Back, Moving Forward. Keynote Address, Chancellor’s 25th Annual Diversity Celebration*, University of Illinois, November 10th, 2010
4. *Diversity as a Competitive Advantage, Keynote Address, Third Annual Diversity Conference*, University of Sydney, Sydney, Australia, October 10th 2010
5. *Differences, Dissimilarity, & Diversity in Organizations*. Presented at:
 - HSC Seminar, Management Department, Wharton School of Business, University of Pennsylvania, March 29th, 2010

- ILR, Seminar Series, Cornell University, November 9th, 2009
 - Management Seminar Series, Mendoza School of Business, Notre Dame University, October 29th, 2009.
 - OB/OT Seminar Series, Tepper Business School, Carnegie Mellon University, October 21st, 2009
6. ***Unpacking generational identities in organizations.*** Presented at the OB seminar, College of Business, University of Illinois, Urbana-Champaign, IL.
 7. ***Cat's in the cradle...: A generational theory for the workplace.*** Presented at the IWER Brown bag series, Massachusetts Institute of Technology, Cambridge, MA.
 8. ***Organizational diversity as a competitive advantage: Four sides of the same coin.*** Presented at the annual National Center for Women in Information Technology Conference (NCWIT), Microsoft Research Center, Redmond, WA.
 9. ***A contextualized agenda for understanding the outcomes of work team diversity.*** Presented at the 11th Annual Research on Groups and Team Conference, Cornell University, Ithaca, NY.
 10. ***Assessing the economic effects of diversity: A SWOT analysis.*** Presented at the Citigroup Diversity Conference, Chicago, IL.
 11. ***Cross-level effects of workplace diversity on sales performance and pay: Evidence from Company Goodheart.*** Presented at the Conference: Diversity as a Competitive Advantage in the Global Economy Whitman School of Management, Syracuse University, NY.
 12. ***Crossing levels in diversity research: Recent evidence.*** Presented at the Management and Organizations Department, Robert H. Smith Business School, University of Maryland, College Park, MD.
 13. ***Studying international teams: Going behind the scenes.*** Ph.D. workshop, School of Management & Labor Relations, Rutgers University, Piscataway, NJ.
 14. ***Cross-level effects of workplace diversity on sales performance and pay.*** Presented at the SPIO seminar, Department of Psychology, University of Illinois, Urbana-Champaign, IL.
 15. ***A contextualized investigation of the effects of work team diversity.*** Presented at the OB seminar, College of Business, University of Illinois, Urbana-Champaign, IL.

INVITED PROFESSIONAL DEVELOPMENT WORKSHOPS

16. Joshi A. & Contractor, N. 2012. ***The Science of Team Science***, Organizer and Presenter Professional Development Workshop, Sponsored by OB, OCIS, MOC Divisions.

17. Joshi, A. 2010-2012. ***Coalition for faculty diversity publishing workshop***. Discussant Professional Development Workshop, sponsored by GDO division. Academy of Management Meetings, Montreal, Canada.
18. Joshi, A. 2009 ***Getting published***. Discussant doctoral consortium, sponsored by OB division. Academy of Management Meetings, Chicago, IL.
19. Joshi, A. 2009. ***Coalition for faculty diversity publishing workshop***. Discussant Professional Development Workshop, sponsored by GDO division. Academy of Management Meetings, Chicago, IL.
20. Joshi, A. 2008. ***Coalition for faculty diversity publishing workshop***. Discussant Professional Development Workshop, sponsored by GDO division. Academy of Management Meetings, Anaheim, CA.
21. Joshi, A. 2005. ***That certain global something...: Defining and measuring multicultural competency***. Presenter, Professional Development Workshop, sponsored by IM/HR/OB divisions. Academy of Management Meetings, Honolulu, Hawaii.
22. Joshi, A. 2004. ***Meeting researchers in multi-level analysis***. Presenter, Professional Development Workshop, sponsored by HR/RM divisions. Academy of Management Meetings, New Orleans, LA.
23. Joshi, A. 2004. ***Statistical methods for assessing faultlines in teams: Directions for research on team composition***. Presenter, Professional Development Workshop, sponsored by RM/OB/HR/GDO divisions. Academy of Management Meetings, New Orleans, LA.

REFEREED CONFERENCE PRESENTATIONS

24. Johnson, J., & Joshi, A. 2013. ***Stigma on the spectrum: Disclosure strategies among autistic individuals***. Paper presented at the Annual Academy of Management Meetings, Orlando, Florida.
25. Joshi, A., & Knight A. 2013. ***Who defers to whom and why? Status and self-categorization effects on dyadic deference in teams***, INgroup Conference, Atlanta, Georgia.
26. Joshi A. 2012. ***Relational gender effects in science and engineering teams***, Presenter in Symposium, 20 Years of Relational Demography Research: Current Challenges and Future Directions sponsored by OB Division, Academy of Management Meetings, Boston, 2012.
27. Franz, G., Joshi, A., Cardador, T., Johnson, T. 2012. ***Talkin 'Bout My Generation: A Qualitative Study of Generations***, Paper presented at a Symposium on Its About Tie: New Developments in Temporality Research, sponsored by CM Division, Academy of Management Meetings, Boston, 2012.
28. Son, J., Joshi, A., & Roh, H. ***The Contingent Effects of Gender on Performance and Turnover***, Paper session sponsored by GDO division at Academy of Management Meetings, Boston, 2012.

29. Joshi, A., 2011. ***Bridging domains in workplace demography research: A review and reconceptualization.*** Symposium for Authors of the JOM Special Issue, Annual SIOP Meeting, Chicago, 2011.
30. Joshi, A. ***One size does not fit all: Team composition effects on performance,*** Symposium Discussant, Annual SIOP Meeting, Chicago, 2011.
31. Joshi, A. 2009. ***Crossing levels in workplace demography research: How can we learn from others?*** Presenter at a symposium sponsored by OB and HR divisions. Academy of Management Meetings, Chicago, IL.
32. Roh, H., & Joshi, A. 2009. ***TMT diversity and firm performance.*** Presenter at a symposium sponsored by BPS division. Academy of Management Meetings, Chicago, IL
33. Bezrukova K., & Joshi, A. 2009. ***Diversity training initiatives.*** Presenter at an interactive paper session sponsored by GDO division. Academy of Management Meetings, Chicago, IL
34. Joshi, A., & Roh, H. 2008. ***Making a case for context in team diversity research: Where do we go from here?*** Paper presented at the Academy of Management Meetings. Anaheim, CA.
35. Roh, H & Joshi, A. 2008. ***TMT diversity and firm performance: A meta-analytic review of internal and external contingences.*** Paper presented at the Academy of Management Meetings. Anaheim, CA.
36. Roh, H., & Joshi A. 2008. ***Contextual re-examination of work team diversity research: A meta-analysis.*** Paper presented at the Society of Industrial and Organizational Psychology (SIOP) Annual Meeting, San Francisco, CA.
37. Joshi., A. 2008. ***Generational faultlines in the workplace: Directions for research and practice.*** Chair at a symposium for the Society of Industrial and Organizational Psychology (SIOP) Annual Meeting, San Francisco, CA.
38. Joshi, A., & Roh, H. 2007. ***Context matters: Multilevel considerations in diversity research.*** Paper presented at a *showcase symposium* sponsored by the OB, GDO, and Careers divisions at the Annual Academy of Management Meetings, Philadelphia, PA.
39. Joshi A. 2007. ***How, where, and why diversity matters: A contextualized agenda for future research.*** Chair, organizer and presenter at a panel symposium sponsored by the OB, HR, and GDO division at the Annual Academy of Management Meetings, Philadelphia, PA.
40. Dencker, J., Joshi, A., & Martocchio, J. 2007. ***Generational dynamics in the workplace: HR professionals' career paths.*** Paper to be presented at a *symposium* sponsored by the

OB, HR, and SIM divisions at the Annual Academy of Management Meetings, Philadelphia, PA.

41. Joshi, A., Lazarova, M., & Liao, H. 2006. ***Culture and dispersion in global virtual teams: Do they influence identification and performance?*** Paper presented at a *showcase symposium* sponsored by the OB, IM, and HR divisions at the Annual Academy of Management Meetings, Atlanta, Georgia.
42. Liao, H., Chuang A., & Joshi A. 2006. ***Work outcomes and personality antecedents of perceived dissimilarity.*** Paper presented at a symposium sponsored by the OB division at the Annual Academy of Management Meetings, Atlanta, Georgia.
43. Joshi, A., Lazarova, M., & Liao, H. 2005. ***Leading global teams: Inspiring commitment and trust across distance and time zones.*** Co-Chair and presenter at a symposium sponsored by the OB, OCIS, & IM divisions at the Annual Academy of Management Meetings, Honolulu, Hawaii.
44. Joshi, A., Pandey, N., & Han, G. 2005. ***Where do a team's networks come from? Towards an integrative framework.*** Paper presented at the Annual Academy of Management Meetings, Honolulu, Hawaii.
45. Joshi A., Liao, H., Jeong, D., & Kapinos, K. 2005. ***Newcomers in academia: Does social capital matter?*** Paper presented at the 20th Society of Industrial and Organizational Psychology Conference, Los Angeles, CA.
46. Joshi A., Rupp, D.E., Smith, S. 2005. ***The Effects of Demographic and Justice Orientation Dissimilarity on Reward Allocation Behavior.*** Presenter at a symposium titled Predicting Diversity-related Outcomes: Examining the Roles of Justice at the 20th Society of Industrial and Organizational Psychology Conference, Los Angeles, CA. (* authorship alphabetic)
47. Joshi, A. 2004. ***Meeting researchers in multi-level analysis.*** Presenter, Professional Development Workshop, sponsored by HR/RM divisions. Academy of Management Meetings, New Orleans, LA.
48. Joshi, A. 2004. ***Statistical methods for assessing faultlines in teams: Directions for research on team composition.*** Presenter, Professional Development Workshop, sponsored by RM/OB/HR/GDO divisions. Academy of Management Meetings, New Orleans, LA.
49. Joshi, A., Liao, H., & Jackson, S.E. 2004. ***A cross-level investigation of the effects of workplace diversity.*** Chair and Presenter at a symposium titled *Managing diversity in turbulent times: A "SWOT" analysis*, at the 19th Society of Industrial and Organizational Psychology, Chicago, IL.
50. Joshi, A., & Martocchio, J. 2004. ***Understanding reward systems in a multicultural context.*** Paper presented at the 19th Society of Industrial and Organizational Psychology, Chicago, IL.

51. Liao, H., Joshi, A., & Chuang, A. 2003. ***Sticking out like a sore thumb: Employee dissimilarity and deviance.*** Co-Chair and presenter at a symposium sponsored by the Organizational Behavior Division. Paper to be presented at the Annual Academy of Management Meetings, Seattle, WA.
52. Joshi, A., & Jackson, S.E. 2002. ***Does team member and manager distinctiveness influence team functioning? A cross-level analysis.*** Paper presented at the Annual Academy of Management Meetings, Denver, CO.
53. Jackson, S.E., & Joshi, A. 2002. ***Toward understanding the consequences of team diversity: A multi-level analysis.*** Paper presented at the 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
54. Joshi, A. 2001. ***The context in which some differences make a difference: The influence of organizational demography on the outcomes of team diversity.*** Paper presented at the Academy of Management Meetings, Gender and Diversity in Organizations Division, Washington DC.
55. Joshi, A. 2001. ***Diversity as context vs. the context of diversity.*** Chair and presenter of symposium sponsored by the Gender and Diversity in Organizations, Human Resources, and Organizational Behavior Divisions, Washington, DC.
56. Gully, S. M., Joshi, A., & Incalcaterra, K. 2001. ***Relationships among team-efficacy, self-efficacy, and performance: A meta-analysis.*** Paper presented at the 16th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
57. Joshi, A. & Jackson, S.E. 2000. ***Managing multicultural organizations: A meeting of the minds.*** Co-Chair of a *Showcase Symposium* presented at the Academy of Management Meetings, Toronto, Canada.
58. Gully, S. M., Beaubien, J. M., Incalcaterra, K. A., & Joshi, A. 2000. ***A meta-analytic investigation of the relationship between perceived collective capability and performance.*** Paper presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
59. Joshi, A., & Caligiuri, P.M. 1999. ***Social contact in a geographically distributed team: A social network perspective.*** Paper presented at the Academy of Management Meetings, Chicago, IL.
60. Joshi, A., & Caligiuri, P.M. 1999. ***Out of sight but not out of mind: Social networks in a geographically distributed team.*** Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
61. Caligiuri, P.M., & Joshi A. 1998. ***Women as expatriates.*** Paper presented at a *Showcase Symposium*, A Critical Look at Current Topics in Diversity: What should matter? versus What does matter?, Academy of Management Meetings, San Diego, CA.

62. Caligiuri, P., Joshi A., & Lazarova M. 1997. *Blazing trails on foreign soil: Women in global assignments*. Paper presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
63. Caligiuri, P., McCormick, M., & Joshi A. 1997. *Predictors of family adjustment and expatriate performance in global assignments*. Paper presented at the Academy of Management Meetings, Boston, MA.
64. Caligiuri, P., McCormick, M., & Joshi A. 1997. *A theoretical framework for examining the relationship between family adjustment and expatriate performance*. Paper presented at the IV Annual International Conference on Advances in Management, Toronto, Canada.

OTHER RESEARCH GRANTS

2006-2007. Compensation systems in a multicultural context. Center for Human Resource Management Grant (\$8,000), University of Illinois.

2004-2005. Effectiveness of global teams. Center for International Business Education and Research (CIBER) Grant (\$2,000), University of Illinois.

2003-2004. The business effects of workplace diversity. Center for Human Resource Management Grant (\$7,500), University of Illinois.

2000-2001. The antecedents and outcomes of workplace diversity. George Harvey Program for Redefining Diversity Grant (\$5,000), University of Pennsylvania.

TEACHING

At Pennsylvania State University

- MGMT 445: Managing Differences Spring 2013, Fall 2013, Spring 2014
- MGMT 301H: Management and Organizations, Spring 2013
- MGMT 597A: Multilevel Theory and Research (Ph.D. Seminar), Spring 2014.

At the University of Illinois

- Ph.D. Seminar: HR Theory Seminar. 557, Spring 2007, Spring 2009
Listed on the Incomplete List of Teachers Rated as Excellent, University of Illinois
- Ph.d. Seminar: Micro-Methods, Fall 2011
- Managing Diversity in a Global Workplace. 490-L, Fall/Spring 2002; 2003; 2004; 2005; 2006; 2007; 2008; 2009, 2011

- Employee Motivation & Performance. 590-M, Fall/Spring 2003, Fall 2004; Fall 2005; 2006; 2007; 2008; 2009; 2011
- Training and Development. 464, Spring 2003; Fall 2005
- Human Resource Management Strategy. Fall, 1998, Summer 1999 (Rutgers University)

PH.D. COMMITTEES

Wang, Peng, Ph.D., 2004, “The Relationship between Work-Family Conflicts, Individual Cultural orientation, Efficacy Beliefs and Work-related Outcomes in China and United States”, now at Miami University

Rockmann, Kevin, Ph.D., 2004, “Unpacking Dispersed Work: How Social Context Affects Social Networks, Learning, and Attachment”, now at George Mason University

Gupta, Naina, Ph.D., 2006, “Non-contributors to transactive memory: Team responses and team effectiveness”, now at Nanyang Technological University, Singapore

Cooper, Danielle Ph.D., 2007, “Effects of Social Category and Value Dissimilarity in Teams: The Role of Relational and Collective Identification”, now at University of North Texas

Jimeno-Ingrum, Diana, Ph.D., 2007, “Employee Communication and its Relation to Work Creativity: The Role of Relational Demography in Egocentric Networks”, now at Notre Dame University

Han, Guohong, Ph.D., 2007, “Can the Tables be Turned? Linking Racioethnicity, Leader-member Exchange (LMX) and Career Satisfaction”, now at Youngstown State University

Chung Yunhyung, Ph.D., 2008, “Balancing the Internal and External Social Capital of Diverse R&D Teams”, now at Idaho State University

Pandey, Niti, Ph.D., 2008, “Examining the Impact of Demographic Characteristics on Employees' Benefits Preferences: The Study of a U.S. Manufacturing Corporation”, now at Purdue University

Tuncel, Ece, Ph.D., 2008, “Information Sharing in Negotiating Dyads: The Mediating Role of Fear”, now at Washington University in St. Louis

Roh, Hyuntak, 2010 (Chaired), “Diversity in Law Firms”, now at Yonsei University, Seoul, S. Korea.

Franz, Gentz. 2014. “Role transitions and employee engagement”, University of Illinois

Son, Jooyeon. 2014. "Interdisciplinary collaboration in scientific teams", University of Illinois.

COLLEGE LEVEL SERVICE

- College Promotion and Tenure Committee (PATCOM, 2013-14)
- College Diversity Committee

DEPARTMENTAL SERVICE

- Faculty Advisory Committee (2013)
- Faculty Recruiting Committee (2012)

PROFESSIONAL SERVICE

Ad hoc reviewer for:

- Administrative Science Quarterly
- Academy of Management Review
- Organization Science
- Organizational Behavior and Human Decision Processes
- Gender and Diversity in Organizations Division, Academy of Management
- Organizational Behavior Division, Academy of Management
- Human Resources Division, Academy of Management

Research Highlights

My research focuses on building a multilevel theoretical perspective in the area of teams and organizational diversity. I draw on multiple disciplines – social psychology, sociology and economics to frame my research and have adopted multiple methodologies to engage with organizational phenomena at multiple levels of analyses. Below are some illustrations:

Joshi A. 2013. By whom and when is expertise recognized? The interactive effects of gender and education in science and engineering teams. *Administrative Science Quarterly*. In Press.

Across three studies conducted in a science and engineering context, this article develops and tests a framework that identifies the conditions under which the expertise of men and women is recognized and utilized in teams. Uniting social role theory and self-categorization theory and applying a social relations modeling (SRM) approach, Studies 1 and 2 unpack the effects of gender on interpersonal expertise recognition from the perspective of team members who serve as the focus of expertise evaluations (i.e., as targets) and are also engaged in evaluating each other's expertise (i.e., as actors) in teams. Based on expertise utilization and research productivity data gathered from the teams participating in Studies 1 and 2 eight to sixteen months later, Study 3 tests whether the team's gender composition predicts the utilization of women's expertise within the team and whether the team's proximal demographic context shapes the relationship between the proportion of highly educated women in the team and the team's scientific productivity. Results demonstrate that at the interpersonal level, evaluations of the expertise of female targets are not directly predicted by their educational level but are contingent on the gender similarity between the actor and the target, the actor's gender, and the actor's gender identification. Furthermore, the expertise of highly educated women is utilized to a

greater extent in teams with a higher proportion of women. Finally, teams with a higher proportion of highly educated women are also more productive in disciplines with greater female faculty representation.

Joshi, A., Dencker, J., Franz, G., & Martocchio, J. 2010. Unpacking generational identities in organizations. *Academy of Management Review*. Vol. 35, 392-414.

Generational phenomena underlie several complex organizational challenges. Yet, many fundamental questions regarding what generations mean and what the implications of generational differences in organizations are remain unanswered. The framework proposed in this paper allows us to incorporate multidisciplinary conceptualizations of generations as various dimensions of a generational identity, to identify conditions under which these dimensions may be activated in organizational contexts, and to derive implications for intergenerational interactions.

Joshi, A., & Roh, H. 2009. The role of context in work team diversity research: A meta-analytic review. *Academy of Management Journal*. 52: 599-628.

Although several researchers have acknowledged that contextual considerations are critical in diversity research, a theoretically-driven multilevel framework for explicating contextual determinants of work team diversity outcomes has not been forthcoming. Integrating both macro and micro theoretical perspectives, we conducted a meta-analysis examining the role of contextual factors in team diversity research. Using data from 7,746 teams across 34 studies conducted in organizational settings, we examined whether contextual factors at multiple levels including industry, occupation, and team levels influenced the performance outcomes of relations-oriented and task-oriented diversity. Although the direct effects of relations-oriented and task-oriented diversity on performance were very small, these effects were significant and, after accounting for industry, occupational, and team-level contextual moderators, doubled or tripled in size. Further, occupational and industry level moderators explained significant variance in effect sizes across studies.

Joshi, A., Lazarova, M., & Liao, H. 2009. Getting everyone on board: The role of inspirational leadership in geographically dispersed teams. *Organization Science*. 20: 240-252.

A rich body of research in the area of leadership has examined the influence of transformational/charismatic forms of leadership on employees' motivation, attitudes and behaviors. This research is based on the assumption that leaders are able to influence followers based on close, sustained, and personalized contact with them. However, new organizational realities are challenging this assumption. Drawing on the intersections between social identity theory and leadership research this study highlights the importance of inspirational leaders who, by developing socialized relationships with team members, can foster attitudes that are critical for team effectiveness in geographically dispersed settings. Findings support the role of this form of leadership in dispersed settings. Inspirational leadership emerged as a significant predictor of individuals' trust in team members and commitment to the team. Further, the positive relationship between inspirational leadership and individuals' commitment to the team and trust in team members was strengthened in teams that were more dispersed suggesting that

inspirational leaders are important in all contexts but that their importance is underscored in highly dispersed contexts. Finally, shared perceptions of trust and commitment predicted performance at the team level.

Joshi, A. 2006. The influence of organizational demography on the external networking behavior of teams. *Academy of Management Review*. 31: 583-597.

Drawing on embedded inter-group relations theory and social identity theory, this paper proposes a multilevel model of external team networking. In light of the growing diversity of the U.S. workplace, propositions outlined in this paper examine the joint effects of organizational demography and team composition on specific socio-metric properties of a team's external networks. The proposed model provides the basis for identifying team networking strategies in multiple organizational contexts.

Joshi, A., Liao, H., & Jackson, S.E. 2006. Cross-level effects of workplace diversity on sales performance and pay. *Academy of Management Journal*, 49: 459-481.

Focusing on employees' earnings (salaries and incentive pay), we present a cross-level analysis which shows that the relationship between individual demographic attributes (gender and ethnicity) and employment outcomes is moderated by the demographic composition of work teams and the management demography of larger work units. Drawing on the social identity perspective, we describe how in-group—out-group dynamics might lead to performance differences and pay inequalities between members of higher status majorities (whites, males) versus lower-status minorities (people of color, women). Data were obtained for 3,318 sales employees working in 437 teams across 46 sales units of a *Fortune* 500 company. Gender- and ethnicity-based inequalities were smaller in work units that had proportionately more women and people of color in the managerial ranks. In addition, pay inequalities were smaller in teams with proportionately more people of color. Performance partially mediated the relationships between earnings and individual attributes, team composition, and management demography.

