

Ravi S. Gajendran

The Pennsylvania State University
426 B, Business Building | University Park, PA-16802
Phone: 814 863 0750 (O) | 814 883 9496 (Cell)
Email: rsg183@psu.edu

EDUCATION

- | | |
|----------------|---|
| 2009(expected) | Ph.D., Business Administration
Concentration: Organizational Behavior
Smeal College of Business, Pennsylvania State University |
| 1998 | M.B.A., Indian Institute of Management, Calcutta, India |
| 1995 | B. E. (Mechanical Engineering), Osmania University, Hyderabad, India |

RESEARCH

Interests

My research interests lie in the fields of organizational behavior and human resource management, with an emphasis on understanding how information and communication technologies impact different facets of organizational life. Specifically, I am interested in a) exploring how virtual interactions influence team processes and outcomes, b) explicating mechanisms and outcomes associated with virtual work arrangements such as telecommuting), and c) studying interpersonal processes such as self-presentation via virtual interactions.

Dissertation

Title: Leveraging diversity for team performance: The role of variety, disparity, virtuality and knowledge sharing (*Proposal Defended - May 2008*)

Committee: David A. Harrison (Chair), Kelly Delaney-Klinger, Stephen Humphrey, Steven Sawyer

PUBLICATIONS

Gajendran, R.S. & Harrison, D.A. 2007. The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92: 1524–1541

Media Mentions include: Wall Street Journal, Reuters, ABC Radio, CIO, HR Magazine

REFEREED PROCEEDINGS

Gajendran, R.S. & Harrison, D.A. The good, the bad, and the unknown about telecommuting: Meta-analysis of individual consequences and mechanisms of distributed work. ***Academy of Management Best Paper Proceedings***, Atlanta, GA, August 2006

Winner: Best Student Paper Award, HR Division

WORK IN PROGRESS

Gajendran, R.S., Delaney-Klinger, K., & Harrison, D.A. Social Cues as basis of psychological value from telecommuting: Consequences for Job Satisfaction, Focal and Contextual Performance. ***(Target: Academy of Management Journal)***
Manuscript under preparation. Expected journal submission date: October 2008

Gajendran, R.S. & Harrison, D.A. Team proximal and virtual social capital and transactive memory development. ***(Target: Academy of Management Journal)***
Data analysis in progress: Two wave data set with network data from 100+ research teams. Expected journal submission date: December 2008

Gajendran, R.S., Delaney-Klinger, K., & Gioia, D.A. Towards a theory of impression management in virtual interactions. ***(Target: Academy of Management Review)***
Manuscript under preparation. Expected journal submission date: March 2009

Gajendran, R.S. & Braddock, K. & Kokini, C. Effects of individual differences and interactivity on the social presence of blogs ***(Target: Organization Behavior and Human Decision Processes)***
First study completed, follow-up study planned in Fall 2008. Expected journal submission date: April 2009

CONFERENCE PRESENTATIONS

Gajendran, R.S. & Gioia, D.A. Technology and information as virtual theatre: A model of impression management in virtual environments. Paper presented at the meetings of the Academy of Management, Atlanta, GA, August, 2006

Gajendran, R.S., Klinger K.D., & Gioia. Virtual impression management: Impression construction in virtual work environments. Paper to be presented at the meetings of the Academy of Management, Anaheim, CA, August 2008

Gajendran, R.S., Klinger, K.D., & Harrison, D.A. Fickle effects of flexibility? Employee reference frames and the psychological yield from telecommuting. Paper to be presented at the meetings of the Academy of Management, Anaheim, CA, August 2008

TEACHING

Instructor, Smeal College of Business

- Sole responsibility for class content, instruction, assessment, and grading

Course Title	Semester	Course Rating	Instructor Rating
MGMT 326: Organizational Behavior & Design	Spr 08	6.0/7	6.4/7
BA304: Management and Organization	Sum 07	5.8/7	6.5/7
MGMT 341: Human Resource Management	Fall 06	5.1/7	5.3/7
BA304: Management and Organization	Sum 06	5.3/7	6.1/7
MGMT 341: Human Resource Management	Fall 05	5.8/7	6.1/7
MGMT 341: Human Resource Management	Sum 05	5.6/7	5.7/7
MGMT 100: Principles of Management (for non-business students)	Sum 05	6.0/7	6.4/7

HONORS & RESEARCH AWARDS

External

- Best Student Paper Award, HR Division, Academy of Management Meeting, 2006
- Outstanding Reviewer Award, OB Division of the Academy of Management, 2008

Penn State University

- Kenneth W. and Kathryn M. Beels Scholarship, 2004 -2008
- Smeal College of Business Dean's List, 2006
- Peter Liberti and Judy D. Olian Scholarship, 2006 - 07
- Jeanne and Charles Rider Graduate Fellowship, 2007-08
- Smeal Competitive Dissertation Research Summer Stipend, 2008
- Smeal Dissertation Research Grant, 2008

PROFESSIONAL EXPERIENCE & SERVICE

External

- Ad hoc reviewer for:
 - o *Academy of Management Journal*
 - o *Organization Science*
 - o *Human Relations*
 - o *Organization Studies*

Penn State University

- Member, Smeal Strategic Planning Council (Extraordinary Education Committee), 2008
- Member, PhD Student Recruiting Committee, Management & Organization, 2008

OTHER WORK EXPERIENCE

- *Manager*, Consumer & Market Knowledge, ASEAN, Australia & India, Procter & Gamble
- *Area Sales Manager*, Cadburys India Limited

REFERENCES

David A. Harrison
Mary J. & Frank P. Smeal Professor of
Management & Organization
Smeal College of Business
The Pennsylvania State University
403 Business Building
University Park, PA 16802 USA
+1 814-865-1522
dharrison@psu.edu

Dennis A. Gioia
Professor of Organizational Behavior
Smeal College of Business
452C Business Building
University Park, PA 16802 USA
+1 814-865-6370
dag4@psu.edu

Kelly Delaney-Klinger
Assistant Professor of Management
Smeal College of Business
418 Business Building
University Park, PA 16802 USA
+1 814-863-4593
dxk55@psu.edu