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Moore School of Business
University of South Carolina
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EDUCATION

New York University

Ph.D. Psychology, 1990

M.A. Psychology, 1988

Rutgers University

B.A. Psychology, 1984

ACADEMIC EXPERIENCE

Moore School of Business, University of South Carolina

Professor of Management and Organizational Behavior 2004 - present

Chair, Management Department 2011 - 2015
Interim Director Corporate Solutions 2013 - 2014

Associate Professor of Management and Organizational Behavior 1997 - 2004

Assistant Professor of Management and Organizational Behavior 1991 - 1997
Moore School of Business, University of South Carolina

A.B. Freeman School of Business, Tulane University

Visiting Assistant Professor 1990 - 1991

New York University

Teaching Assistant/Adjunct Instructor 1985 - 1989

RESEARCH

Refereed Journal Articles

Audrey Korsgaard, M., Kautz, J., Bliese, P., Samson, K., & Kostyszyn, P. (2018). Conceptualising time as a level of analysis: New directions in the analysis of trust dynamics. *Journal of Trust Research*, 8(2), 142-165.

Thompson, B. S., & Korsgaard, M. A. (2018). Relational Identification and Forgiveness: Facilitating Relationship Resilience. *Journal of Business and Psychology*, 1-15.

Brower, H. H., Lester S. , & Korsgaard, M.A., (2017). Want your employees to trust you> Show you trust them. *Harvard Business Review*. July 5: <https://hbr.org/2017/07/want-your-employees-to-trust-you-show-you-trust-them>.

Korsgaard, M. A., Brower, H. H., & Lester, S. W. (2015). It Isn't Always Mutual: A Critical Review of Dyadic Trust. *Journal of Management*, 41(1), 47-70.

January, 2017

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- Drescher, M. A., Welpel, I. M., Korsgaard, M. A., Picot, A., & Wigand, R. T. (2014). The Dynamics of Shared Leadership: Building Trust and Enhancing Performance. *Journal of Applied Psychology, 99*(5), 771-783.
- Morrell, D. & Korsgaard, M.A., (2011). Training in context: Toward a person by situation view of voluntary training. *Human Resource Development Quarterly, 22*, 323-342
- Forbes, D. P., Korsgaard, M., & Sapienza, H. J. (2010). Financing decisions as a source of conflict in venture boards. *Journal of Business Venturing, 25*(6), 579-592.
- Korsgaard, M., Meglino, B. M., Lester, S. W., & Jeong, S. S. (2010). Paying you back or paying me forward: Understanding rewarded and unrewarded organizational citizenship behavior. *Journal of Applied Psychology, 95*(2), 277-290.
- Brower, H.H. Lester, S., Korsgaard M.A., & Dineen, B. (2009). A closer look at trust between managers and subordinates: Understanding the effects of both trusting and being trusted on subordinate outcomes. *Journal of Management, 35*: 327-347.
- Lester, S.W., Meglino, B.M., & Korsgaard, M.A. (2008). The role of other orientation in organizational citizenship behavior. *Journal of Organizational Behavior, 29*, 829-841
- Korsgaard, M.A., Jeong, S.S., Mahony, D.M., & Pitariu, A.H. (2008). A multi-level view of intragroup conflict. *Journal of Management, 34*, 1222-1252.
- Meglino, B., & Korsgaard, M. (2007). The role of other orientation in reactions to job characteristics. *Journal of Management, 33*:57-83.
- Meglino, B., & Korsgaard, M. (2006). Considering situational and dispositional approaches to rational self-interest: An extension and response to De Dreu. *Journal of Applied Psychology, 92*(6), 1253-1259.
- Meglino, B.M., & Korsgaard, M.A. (2004). Considering rational self-interest as a disposition: Organizational implications of other orientation. *Journal of Applied Psychology, 89*, 945-959.
- Korsgaard, M.A., Meglino, B.M., & Lester, S.W. (2004). The effect of other orientation on self-supervisor rating agreement. *Journal of Organizational Behavior, 25*, 873-891.
- Johnson, J.P., Korsgaard, M.A., & Sapienza, H.J. (2002). Perceived fairness, decision control, and commitment in international joint venture management teams. *Strategic Management Journal, 23*, 1141-1160.
- Korsgaard, M.A., Sapienza, H.J., & Schweiger, D.M. (2002). Beaten before begun: The role of procedural justice in planning change. *Journal of Management, 28*, 497-516.
- Lester, S.W., Meglino, B.M., & Korsgaard, M.A. (2002). The antecedents and consequences of group potency: A longitudinal investigation of newly formed groups. *Academy of Management Journal, 45*, 352-368.
- Korsgaard, M.A., Brodt, S.E., & Whitener, E.M. (2002). Trust in the face of conflict: Role of managerial trustworthy behavior and organizational context. *Journal of Applied Psychology, 87*, 312-319.
- Sapienza, H.J., Korsgaard, M.A., Goulet, P.K., & Hoogendam, J.P. (2000). Effects of agency risks and board processes in venture capital-backed firms. *Entrepreneurship and Regional Development, 12*, 331-351.

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Korsgaard, M. A., Roberson, L. & Rymph, R.D. (1998). What Motivates Fairness? The role of subordinate assertive behavior on manager's interactional fairness. *Journal of Applied Psychology, 83*, 731-744.

Whitener, E.M., Brodt, S.E., Korsgaard, M.A., & Werner, J.M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review, 23*, 513-531.

Korsgaard, M.A., Meglino, B. & Lester, S.W. (1997). Beyond helping: Do other-oriented values have broader implications in organizations? *Journal of Applied Psychology, 82*, 160-177.

Korsgaard, M.A., Meglino, B., & Lester, S.W. (1996). The effect of other-oriented values on decision making: A test of propositions of a theory of concern for others in organizations. *Organizational Behavior and Human Decision Processes, 68*, 234-245.

Sapienza, H., & Korsgaard, M.A. (1996). Procedural justice in entrepreneur-investor relations. *Academy of Management Journal, 39*, 544-574.

Korsgaard, M.A. (1996). The impact of self-appraisals on reactions to feedback from others: The role of self-consistency and self-enhancement concerns. *Journal of Organizational Behavior, 17*, 301-311.

Korsgaard, M.A., & Diddams, M. (1996). The effect of process feedback and task complexity on personal goals, strategies, and performance. *Journal of Applied Social Psychology, 26*, 1889-1911.

Korsgaard, M.A., & Roberson, L. (1995). Procedural justice in performance evaluation: The role of instrumental and non-instrumental voice in performance appraisal discussions. *Journal of Management, 21*, 657-699.

Korsgaard, M.A., Schweiger, D.M., & Sapienza, H.J. (1995). Building commitment, attachment, and trust in strategic decision-making teams: The role of procedural justice. *Academy of Management Journal, 38*, 60-84.

Roberson, L., Torkel, S., Korsgaard, A., Klein, D., Diddams, M., & Cayer, M. (1993). Self-appraisal and perceptions of the appraisal discussion: A field experiment. *Journal of Organizational Behavior, 14*, 129-142.

Roter, D., Lipkin, M., & Korsgaard, M.A. (1991). Sex differences in patients' and physicians' communication during primary care visits. *Medical Care, 29*, 1083-1093.

Roberson, L., Korsgaard, M.A., & Diddams, M. (1990). Goal characteristics and satisfaction: Personal goals as mediators of situational effects on task satisfaction. *Journal of Applied Social Psychology, 20*, 920-941.

Kennedy, J.K., Jr., Houston, J.M., Korsgaard, M.A., & Gallo, D.D. (1987). Construct space of the least preferred co-worker scale. *Educational and Psychological Measurement, 47*, 807-814.

Book Chapters

Korsgaard, M. Audrey (2018). In R. Searle & A.-M. Nienaber (Eds.), *Reciprocal Trust: A Self-Reinforcing Dynamic Process* in Routledge Studies in Trust Research. Routledge.

Korsgaard, M.A., Meglino, B.M., & Call, M.L (2015). The Role of Concern for Others in Reactions to Justice: Integrating the R.S Cropanzano & M. Ambrose (Eds, 387-402), *Oxford Handbook of Justice in Work Organizations*. Oxford, UK: Oxford University Press.

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Korsgaard, M.A., Ployhart, R.E. & Ulrich, M. (2014). The Emergence of Intragroup Conflict: Variations in Conflict Configurations. In N.M. Ashkasy, O.B. Ayoko, & K.A. Jehn (Eds), *Handbook of Research in Conflict Management* (pp.51-65). London, UK: Edward Edgar Publishing.

Korsgaard, M.A., Meglino, B.M., & Jeong, S.S. (2010). The Role of Motivational Orientations in Formal and Informal Control. In L. B. Cardinal, S. B. Sitkin, & K. M. Bijlsma-Frankema (Eds.), *Control in organizations: New directions in theory and research* (pp. 222-248). Cambridge, England: Cambridge University Press.

Korsgaard, M.A., Picot, A. Wigand, R.T. Welpel, I.M. Assmann, J.J. (2010). Cooperation, coordination and trust in virtual teams: Insights from virtual games. In W.S. Bainbridge (Eds.) *Online worlds: Convergence of the real and virtual* (pp. 253-264). London: Springer.

Korsgaard, M. A., & Meglino, B. M. (2008). Beyond the individualistic self: A framework for prosocial motives and judgments. In H. A. Wayment & J. J. Bauer (Eds.) *Transcending Self-Interest: Psychological Explorations of the Quiet Ego* (pp. 183-196). Washington, DC: American Psychological Association.

Korsgaard M.A., Pitariu, H.A., & Jeong, S. (2008). Trust in management. In J C.L. Cooper & J. Barling (Eds.) *Handbook of organizational behavior*. Sage.

Lester, S.W., Korsgaard, M.A., & Meglino, B.M. (2006). The fragility of group potency: The ups and downs of confidence during group formation. In L. Neider & C. Schriesheim (Eds) *Understanding teams: Research in management* (vol. 4), Information Age Publishing (pp. 171-198).

Sapienza, H.J., Korsgaard, M.A., & Forbes, D.P. (2003). The self-determination motive and entrepreneurs' choice of financing. In J.A. Katz & D. Shepard (Eds.) *Advances in Entrepreneurship, firm emergence and growth* (vol. 6). Stamford, CT: JAI Press.

Korsgaard, M.A., Brodt, S.E., & Sapienza, H.J. (2003). Trust, identity and attachment: Promoting individuals' cooperation in groups In M. West, D. Tjosvold, and K. Smith (Eds.). *International handbook of organizational teamwork and cooperative working* (pp. 113-130). West Sussex, UK: John Wiley & Sons.

Korsgaard, M.A., & Sapienza, H.J. (2002). Economic and non-economic mechanisms in interpersonal work relationships: Toward an integration of agency and procedural justice theories. In D. Steiner, D. Skarlicki, & S. Gilliland, (Eds.), *Research in social issues in management* (vol. 2, pp. 3-33). Greenwich, CT: IAP Inc.

Korsgaard, M.A., Schweiger, D.M., & Sapienza, H.J. (2001). Organizational justice in strategic decision making. In R. Cropanzano (Eds.), *Justice in the workplace* (vol. 2, pp. 209-226). Mahwah, NJ: Lawrence Erlbaum.

Sapienza, H., & Korsgaard, M.A. (2000). Procedural justice in entrepreneur-investor relations. In P. Westhead & M. Wright (Eds.), *Advances in entrepreneurship* (vol. 6). Stamford, CT: JAI Press. (Reprinted from the *Academy of Management Journal*, 39, 544-574).

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Proceedings

Sapienza, H.J., Korsgaard, M.A., & Zaheer, A. (In press). Entrepreneurs' Character and Competence: How Angel Investors Form Initial Impressions of Trustworthiness. *Frontiers of Entrepreneurship Research*.

Gallenkamp, J., Riedl, B., Korsgaard, M. A., Picot, A., Wigand, R. T. and Welpel, I.M. (2012). August 11 Conflict, Value Diversity and Performance in Virtual Teams. *Proceedings of the Americas Conference on Information Systems (AMCIS)*, Seattle, WA, , Paper 3. <http://aisel.aisnet.org/amcis2012/proceedings/IssuesInIS/3/>

Wigand, Rolf T., Agarwal, N, Osesina, O. I., Hering, W., Korsgaard, M.A., Picot, A. and Drescher, M. (2012). Social Network Indices as Performance Predictors in a Virtual Organization. *Proceedings of the Fourth International Conference on Computational Aspects of Social Networks*, Sao Carlos, Brazil, November 21-23, 2012. <http://rpsonline.com.sg/rps2prod/cason-ias-nwesp/html/C029.xml>

Gallenkamp, J., Picot, A., Welpel, I.M., Wigand, R.T., Riedl, B., and Korsgaard, M.A. (December, 2011). *The Role of Culture and Personality in the Leadership Process in Virtual Teams* (December 6, 2011). ICIS 2011 Proceedings. Paper 2. <http://aisel.aisnet.org/icis2011/proceedings/issues/2>.

Assmann, J., Drescher, M., Gallenkamp, J., Picot, A., Welpel, I. M. Wigand, Rolf T., & Korsgaard, M.A. (2010). MMOGs as Emerging Opportunities for Research on Virtual Organizations and Teams *Proceedings of the 16th Americas Conference on Information Systems*, (Lima, Peru), August 13-15, 2010, "Best Practice Paper Nominee", Paper 335 <http://aisel.aisnet.org/amcis2010/335>.

Gallenkamp, J.; Korsgaard, M. A.; Picot, A.; Welpel, I. M.; and Wigand, R. T., (2010). Conflict, Conflict Management and Performance in Virtual Teams. *AMCIS 2010 Proceedings*. Paper 304. <http://aisel.aisnet.org/amcis2010/304>

Picot, A., Korsgaard, M. A., Gallenkamp, J. V., Assmann, J. J., Welpel, I. M. and Wigand, R.T. (2009). A multi-level view of the antecedents and consequences of trust in virtual leaders. *Proceedings of the Fifteenth Americas Conference on Information Systems*, San Francisco, California, pp. 1-11.

Assmann, J. J.; Gallenkamp, J. V.; Korsgaard, M. A.; Picot, A.; and Welpel, I. M. (2009) Trust in virtual entrepreneur. *Frontiers of Entrepreneurship Research: Vol. 29: Iss. 4, Article 15*. <http://digitalknowledge.babson.edu/fer/vol29/iss4/15>

Forbes, D., Korsgaard, M.A. & Sapienza, H. (2005) Board conflict in the aftermath of the market crash. *Frontiers of Entrepreneurship Research*, the proceedings of the 2005 Babson-Kauffman Entrepreneurial Research Conference (pp 538-550). http://fusionmx.babson.edu/entrep/fer/2005FER/chapter_xix/paper_xix4.html

Lester, S.W., Meglino, B.M., & Korsgaard, M.A. (2001). Are good soldiers also rational? The effect of self-interest on the development of citizenship behavior among new employees. *Proceedings of the Southern Management Association*, pp. 230-236.

Manigart, S. Korsgaard, M.A., Folger, R., Sapienza, H.J., & Baeyens, K. (2001). The impact of trust on private equity contracts. *Frontiers of Entrepreneurship Research*, May 2001..

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Sapienza, H.J., Korsgaard, M.A., & Schweiger, D.M. (1997). Procedural justice and changes in psychological contracts: A longitudinal study of reengineering planning. *Best Paper Proceedings, 1997 Academy of Management Meetings*, pp. 354-358.

Korsgaard, M.A., Roberson, L., & Rymph, R.D. (1997). What motivates fairness? The impact of subordinate assertive communication on managers' interactional fairness. In G.M. Habermann (Ed). *Looking Back and Moving Forward: 50 Years of New Zealand Psychology*. (pp. 137-145). Wellington, New Zealand: New Zealand Psychological Society, Inc.

Sapienza, H.J., Korsgaard, M.A., & Hoogendam, J. (1997). What do new venture boards do? *Frontiers of Entrepreneurship Research*, pp. 118-130.

Sapienza, H.J., & Korsgaard, M.A. (1996). Effects of agency risk, investor influence, and trust on the monitoring of high-potential ventures. *Proceedings of the 1996 Southern Management Association Meetings*.

Meglino, B.M., & Korsgaard, M.A. (1996). Toward a theory of concern for others in organizations: A developmental model, initial tests, and research propositions. *Supplement to the 1996 Proceedings of the Academy of Management*.

Sapienza, H.J., & Korsgaard, M.A. (1995). Performance feedback, decision making processes, and venture capitalist support of new ventures. *Frontiers of Entrepreneurship Research*, pp. 452-464.

Invited Presentations and Seminars

Korsgaard, M.A., Sapienza, H.J., Zaheer, A., Sudek, R. (November, 2014). Initial Trust Formation: How Decision Makers Resolve Mixed Signals. Carlson School of Management, University of Minnesota, Minneapolis, MN>

Korsgaard, M.A. (June, 2010). *The Role of Motivational Orientations in Formal and Informal Control*. Invited talk. London School of Economics. London, England.

Korsgaard, M. A. (June, 2010). *Conducting Experiments Outside the Laboratory*. Invited seminar (June 2010). London School of Economics, London, England.

Korsgaard, M. A. (June, 2010). *Trust and Performance Management: From Both Sides*. Keynote Address, ESRC Research Seminar Series : Trust in the Organisation and the Role of Human Resource Management: Exploring the Rhetoric and Reality, Economic and Social Resource Council. Durham, England.

& Korsgaard, M.A., Whitener, E. M., & Brodt, S.E., (June, 2008). *Understanding the relationship between cynicism and trust*. Invited talk at Ludwig Maximillians Univeristy, Munich, Germany.

Korsgaard, M.A., Brower, H.H., Lester, S.W., & Dineen, B.R. (June, 2008). *Understanding the effects of trusting and being trusted*. Invited talk at Ludwig Maximillians Univeristy, Munich, Germany.

Korsgaard, M.A., Meglino, B.M., Lester, S.W., & Jeong, S.S. (June, 2008). *Multiple motives for organizational citizenship behavior*. Invited talk at Ludwig Maximillians Univeristy, Munich, Germany.

Korsgaard, M.A., Forbes, D., & Sapienza, H.J. (June, 2008). *Firm performance, board processes and CEO turnover in entrepreneurial firms*. Invited paper at the Max Planck Institute of Economic Development, Jena, Germany

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Korsgaard, M.A., & Meglino, B.M. (2005, October). *Beyond the calculating self: The role of other-orientation in organizational behavior*. Invited address at the Quiet Ego Conference, University of Northern Arizona, Flagstaff, AZ.

Facilitator. (2005, August). *Junior faculty research incubator on power*. Professional Development Workshop at the 2005 Academy of Management Meetings, Honolulu, HI.

Discussant. (2005, August). *Obstacles to fairness: The trials and tribulations of getting managers to enact justice*. Symposium at the at the 2005 Academy of Management Meetings, Honolulu, HI.

Korsgaard, M.A. (2005, July). *Identity and the experience of conflict in groups*. Invited address at Queen's School of Business, Queen's University, Kingston, ON, Canada.

Faciliator. (2003, August). *Building and rebuilding trust: State of the science, research, directions, managerial interventions*. Professional development workshop at the Academy of Management Meetings, Seattle, WA. August, 2003

Korsgaard, M.A., & Sapienza, H.J. (2001, August). *Who is the Victim? The impact of agency risk and perceived opportunism on managerial fairness*. Invited paper presented at International Round Table on Innovations in Organizational Justice Research, Vancouver, Canada.

Korsgaard, M.A., & Sapienza, H.J. (1999, June). Exploring Economic and non-economic mechanisms in interpersonal relationships in work organizations: An integration of organizational justice and agency theory. Invited paper presented at International Round Table: Innovations in Organizational Justice, Nice, France.

Facilitator. (1997, July). *Organsational Change Management*. Executive development workshop for the Executive Programmes at the University of Auckland Business School, July, 1997.

Facilitator. (July, 1997). *Procedural fairness in human resource management*. Professional development workshop at the New Zealand Industrial/Organisational Psychology Conference, Auckland, New Zealand. July, 1997.

Lecturer. (November, 1993). *Poland/Hungary Small Business Development Center Project*, University of South Carolina 1993.

Contributed Presentations

Flynn, P. Bliese, P. & Korsgaard, M.A. "Values Affirmation or Perspective Taking: An Intervention with Contrary Findings." Presented at the Society of Industrial Organizational Psychology. Washington DC (April, 2019).

Korsgaard, M.A., & Ward, W. "The Road to Distrust: Why Individual Fail to Address Trust Violations and the Consequences thereof." Presented at FINT2019 St. Gallen, Switzerland (January, 2019)

Clark, S. & Korsgaard, M.A. "Making the Move: How Identity Motives Help or Hinder Role Transitions". Paper presented at the Academy of Management Conference Chicago, IL. (August, 2018)

Kautz, J. & Korsgaard, M.A. (August, 2017) Growth, Change and Stabilization of Trust. Paper presented at the Academy of Management Conference Atlanta, GA.

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Flynn, P.J., & Korsgaard, M.A. (August, 2017). "Over the Top: A Multilevel Approach to Team Helping, Team Voice, and Team Effectiveness." Paper presented at the Academy of Management Conference Atlanta, GA.

Korsgaard, M. Audrey, Jeong, S. S. Y., Lau, D. C., "Trust Within and Between Organizations, "Reactions to Being Distrusted: Examination Across Cultures," The First International Network on Trust. (November 2016).

Korsgaard, M. Audrey, Jeong, S. S. Y., Academy of Management Meetings, "Moral Outrage or Business as Usual? The Role of Moral Emotions in Responding to Trust Violation," Academy of Management. (August 2016).

Korsgaard, M. Audrey, Lau, D. C., Jeong, S. S. Y., "Unpacking Escalation of Dyadic Conflict: The Role of Felt Distrust," International Workshop: Distrust and Conflict Escalation in Organizations and Societies, European Institute for Advanced Studies in Management. (January 2016).

Jeong, SS & Korsgaard, M.A., (2015). *Misery loves company: how dispersion in group affective tone influences individuals and group*. Paper presented at the 2015 Academy of Management Meeting. Vancouver, CA. August 2015.

Korsgaard, M.A. & Ulirch, M.D. (2015). *Bi-/multi-lateral approaches to trust: conceptual considerations and empirical illustrations*. Paper presented at the 2015 Academy of Management Meeting. Vancouver, CA. August 2015.

Jeong, S.S., Morrell, D.L., Korsgaard, M.A. (2014). *Firing on Different Cylinders: How Context Cues Activate Different Dimensions of Conscientiousness*. Paper presented the 2015 Academy of Management Meeting. Philadelphia, PA. August 2014.

Korsgaard, M.A., & Call, M. L. (2013). *Noise and Trust Asymmetry in Dyads*. Paper presented at the 2013 Academy of Management Meeting. Orlando, FL. August 2013.

Korsgaard, M.A., Thatcher, S. & Ployhart, R.E. (2013). *Modeling and Understanding Teams as Dynamic Entities*. Paper presented at the 2013 Academy of Management Meeting. Orlando, FL. August 2013.

Collewaert, V., Korsgaard, M.A., & Simons, T.L. (2013). *Antecedents and consequences of relationship conflict asymmetry in investor-entrepreneur dyads*. Paper presented at the 2013 Babson Kaufmann Entrepreneurship Research Conference Lyon, France June 2013.

Sapienza, H.J., Korsgaard, M.A., & Zaheer, A. (2013). *Entrepreneurs' Character and Competence: How Angel Investors Form Initial Impressions of Trustworthiness*. Paper presented at the 2013 Babson Kaufmann Entrepreneurship Research Conference Lyon, France June 2013.

Drescher, M. A., Welpel, I. M., Korsgaard, M. A., & Wigand, R. T. (2012). *How does shared leadership affect team performance? A mediational path over communication and trust*. Paper presented at the 2012 annual meeting of the Academy of Management, Boston, USA.

Jeong, S. S., Korsgaard, M. A., Drescher, M. A., Welpel, I. M., Picot, A., & Wigand, R. T. (2012). *When trust is not enough: The enabling effect of coordination on team cooperation*. 6th Workshop on Trust within and between Organizations, Milan (Italy), June 14-15, 2012.

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Drescher, M. A., Straub, N., Welpel, I. M., Korsgaard, M. A., Picot, A., & Wigand, R. T. (2012). *The Impact of Shared Leadership on Communication, Trust, and Performance in Virtual Teams*. 74th Annual Meeting of the German Academic Association for Business Research (VHB), Bolzano (Italy), May 30-June 2, 2012.

Drescher, M. A., Welpel, I. M., Korsgaard, M. A., Picot, A., Spörrle, M., & Wigand, R. T. (2012). *The Waning and Waning of Trust: The Dynamic Role of Ability in the Development of Trusting Behavior*. 74th Annual Meeting of the German Academic Association for Business Research (VHB), Bolzano (Italy), May 30-June 2, 2012.

Drescher, M. A., Straub, N., Welpel, I. M., Korsgaard, M. A., Picot, A., & Wigand, R. T. (2012). *The impact of shared leadership on communication, trust, and performance in virtual teams*. Workshop der Wissenschaftlichen Kommission Organisation des VHB, Berlin (Germany), February 29-March 2, 2012.

Gallenkamp, J., Picot, A., Wigand, R.T., Welpel, I. M., Riedl, B and Korsgaard, M. A. (2012). Culture, Personality, and Leadership in Virtual Teams. Proceedings of the 26th Annual Conference for the British Academy of Management, Cardiff, UK, 2012, September 12.

Gallenkamp, J., Picot, A., Welpel, I.M., Wigand, R.T., Riedl, B., and Korsgaard, M.A. (December, 2011). *The Role of Culture and Personality in the Leadership Process in Virtual Teams* (December 6, 2011). ICIS 2011 Proceedings. Paper 2. <http://aisel.aisnet.org/icis2011/proceedings/issues/2>. Paper presented International Conference on Information Systems, Shanghai, China.

Pitariu, A.H., & Korsgaard, M.A. (August, 2011). *Monitoring in Teams: A Self-Regulation Perspective*. Paper presented at the 2011 Academy of Management Meetings, San Antonio, TX.

Drescher, M.A., Welpel, I.M., Korsgaard, M.A., Picot, A., Spoerrle, M. & Wigand, R.T. 2011. *The Waning and Waning of Trust: The Dynamic Role of Ability in the Development of Trusting Behavior*. Paper presented at the 2011 Academy of Management Meetings, San Antonio, TX.

Gallenkamp, J.; Korsgaard, M. A.; Picot, A.; Welpel, I. M.; and Wigand, R. T (August, 2011) *Conflict, Culture, and Performance in Virtual Teams: Results from a Study in an MMOG*. presented at the 2010 Annual Meeting of the Academy of Management Meetings, Montreal, Canada.

Gallenkamp, J.; Korsgaard, M. A.; Picot, A.; Welpel, I. M.; and Wigand, R. T., (August, 2010). *Conflict, Conflict Management and Performance in Virtual Teams*. AMCIS 2010. San Francisco, CA.

Korsgaard, M. A., Brodt, S. E., Pitariu, A. (January, 2010). *Trust, Identity and Psychological Attachment to Groups: Influences on Cooperation within Groups*. 5TH Workshop on Trust within and Between Organizations, European Institute for Advanced Studies Of Management, Madrid, Spain.

Picot, A., Korsgaard, M. A., Gallenkamp, J. V., Assmann, J. J., Welpel, I. M. and Wigand, R.T. (August 2009). *A multi-level view of the antecedents and consequences of trust in virtual leaders*. Fifteenth Americas Conference on Information Systems, San Francisco, California.

Korsgaard, M.A., Assmann, J.J. Gallenkamp, J. V. Picot, A., Welpel, I.M. (August, 2009). *Talking to Strangers - Building Trust in Virtual Team Leadership*. Paper presented at the 2009 Academy of Management Meetings, Chicago, IL.

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Jeong, S.S. & Korsgaard, M.A., (August, 2009) *Do Happy People Make Happy, Effective Groups?: The Role of Affect and Leader Emotional Intelligence* Paper presented at the 2009 Academy of Management Meetings, Chicago, IL.

Assmann, J.J. Gallenkamp, Korsgaard, M.A., J. V. Picot, A., Welpe, I.M (June, 2009). *Trust in Virtual Entrepreneurs*. Paper presented at the 2009 Babson Kaufman Entrepreneurship Research Conference. Wellesly, MA.

Jeong, S.S., Korsgaard, M.A., & Meglino, B.M. (April, 2009). *Why be nice? The role of other orientation, normative obligation, expected returns in motivating OCB*. Paper presented at the 2009 Conference of the Society for Industrial/Organizational Psychology, New Orleans, LA.

Forbes, D., Korsgaard, M.A., & Sapienza, H.J. (November, 2008). *Behavioral Antecedents of CEO Turnover in Venture Boards*. Paper presented at the Annual Strategic Management Society Conference, Cologne, Germany.

Assmann, J.J., Korsgaard, M.A., Welpe, I.M. (August, 2008). *Antecedents of Trustworthiness in a Virtual Team Environment*. Paper presented at the 2008 Academy of Management Meetings, Anaheim, CA.

Welpel, I.M, Korsgaard, A. & Sapienza, H. (August, 2008): *Entrepreneurs' Trust in Their Investors: Early versus Later Stages of the Relationship*. Paper presented at the 2008 Academy of Management Meetings, Anaheim, CA.

Welpel, I.M, Korsgaard, A. & Sapienza, H.J (June, 2008): *Entrepreneurs' Trust in Their Investors: Early versus Later Stages of the Relationship*. Paper presented at the 2008 Babson Kaufman Entrepreneurship Research Conference. Chapel Hill, NC.

Welpel, I.M, Korsgaard, A. & Sapienza, H. (March, 2008): *Entrepreneurs' Trust in Their Investors: Early versus Later Stages of the Relationship*. Interdisciplinary European Conference on Entrepreneurship Research (IECER), Regensburg, Germany, 5-7 March.

Welpel, I., Korsgaard, M.A., & Sapienza, H.J. (October, 2007). *Entrepreneurs' trust in their investors: early versus later stages of the relationship*. Paper presented at the 4th Workshop On Trust Within And Between Organizations, Amsterdam, Netherlands.

M. Audrey Korsgaard. (April, 2007). The "Doctrine of Self-Interest" in *Organizational Behavior*, Discussant 2007 Conference of the Society for Industrial/Organizational Psychology, New York, NY.

Morrell, D., & Korsgaard, M.A. (August, 2006). *An examination of the relationship of context and conscientiousness to training motivation*. Paper presented at the 2006 Academy of Management Meetings, Atlanta, GA.

Lester, S.W., Meglino, B.M., & Korsgaard, M.A. (August, 2006). *Acting on obligation: Reciprocal helping in the absence of future returns*. Paper presented at the 2006 Academy of Management Meetings, Atlanta, GA.

Korsgaard, M.A. (2005, August). *Lessons learned from teaching the ABI model of trustworthiness*. Paper presented at the 2005 Academy of Management Meetings, Honolulu, HI.

Korsgaard, M. A., Forbes, D., & Sapienza, H.J (2005, August). *Effects of board processes on decision quality in venture capital-backed firms*. Paper presented at the 2005 Academy of Management Meetings, Honolulu, HI.

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Forbes, D., Korsgaard, M.A., & Sapienza, H. (2005, June). *Board conflict in the aftermath of the market crash*. Paper presented at the 2005 Babson-Kauffman Entrepreneurial Research Conference.

Korsgaard, M.A., Mahony, D.M., & Pitariu, A.H. (2004, August). *Group identity as an antecedent of intragroup trust: Managing conflict in group*. Paper presented at the 2004 Academy of Management Meetings, New Orleans, LA.

Whitener, E.M., Brodt, S.E., & Korsgaard, M.A. (2004, August). *Exploring the relationship between cynicism and trust*. Paper presented at the 2004 Academy of Management Meetings, New Orleans, LA.

Meglino, B.M., Korsgaard, M.A., & Lester, S.W. (2003, August). *Effect of other-oriented values on leniency and supervisor-subordinate performance rating agreement*. Paper presented at the 2003 Academy of Management Meetings, Seattle, WA.

Brodt, S.E., Whitener, E.M., & Korsgaard, M.A. (2003, August). *The role of trustworthy behavior in rebuilding trust: The hidden costs of open communication*. Paper presented at the 2003 Academy of Management Meetings, Seattle, WA.

Korsgaard M.A., & Forbes, D.P. (2003, August). *Entrepreneurs' evaluations of financing alternatives: The roles of autonomy and opportunity*. Paper presented at the 2003 Academy of Management Meetings, Seattle, WA.

Forbes, D., Sapienza, H.J., & Korsgaard, M.A. (2003, June). *Factors affecting procedural justice and the use of knowledge on venture boards*. Paper at the 2003 Babson/Kauffman Entrepreneurship Research Conference, Wellesley, MA.

Brodt, S.E., & Korsgaard, M.A. (2003, June). *Group identity and attachment: Two paths to cooperation in groups*. Paper presented at the International Association for Conflict Management, Melbourne, Australia.

Lester, S.W., Meglino, B.M., & Korsgaard, M.A. (2002, August). Social and non-social exchange relationships in team-directed organizational citizenship behaviors. Paper presented at the 2002 Academy of Management Meeting, Denver, CO.

Korsgaard, M.A., & Sapienza, H.J. (2002, August). Applying organizational justice to governance: How context shapes the meaning of monitoring. Paper presented in the Symposium: "Emerging Contexts for Organizational Justice" (J. Greenberg & J.A. Colquitt, co-chairs) at the 2002 Academy of Management Meeting, Denver, CO.

Brodt, S.E., Whitener, E.M., & Korsgaard, M.A. (2002, April). *The role of trustworthy behavior in rebuilding trust: The Risks and Rewards of Open Communication*. Paper presented at the meeting of the Society of Industrial/Organizational Psychology, Toronto, Canada.

Lester, S.W., Meglino, B.M., & Korsgaard, M.A. (2001, November). Are good soldiers also rational? The effect of self-interest on the development of citizenship behavior among new employees. Paper presented at meeting of the Southern Management Association, New Orleans, LA.

Meglino, B.M., & Korsgaard, M.A. (2001, May). *The assumption of self-interest in models of job satisfaction*. Paper presented at the meeting of the Society of Industrial/Organizational Psychology, San Diego, CA.

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Korsgaard M. A., Meglino, B.M., Thomas, D.C., & Au, K. (2001, May). *How deliberative are employee responses to violations of expectations?* Paper presented at the meeting of the Society of Industrial/Organizational Psychology, San Diego, CA.

Manigart, S. Korsgaard, M.A., Folger, R., Sapienza, H.J., & Baeyens, K. (2001, May). *The impact of trust on private equity contracts.* Paper presented at the Babson/Kauffman Entrepreneurship Research Conference, Jonkoping, Sweden.

Sapienza, H.J., Korsgaard, M.A., Folger, R., Sagrera, C., & Zhang, C. (1999, May). *A behavioral view of partnership formation in investor-entrepreneur dyads.* Paper presented at the Babson/Kauffman Entrepreneurship Research Conference, Columbia, SC.

Korsgaard, M.A., & Rymph, R.D. (1999, May). *Empathy and fairness: Dispositional and contextual empathy effects on justice in the employment interview.* Paper presented at the meeting of the Society for Industrial/Organizational Psychology, Atlanta, GA.

Johnson, J.P., Korsgaard, M.A., & Sapienza, H.J. (1998, August). *Divided loyalties in international joint ventures: The impact of perceived fairness and decision control.* Paper presented at the meeting of the Academy of Management, San Diego, CA.

Lester, S.W., Meglino, B.M., & Korsgaard, M.A. (1998, August). *The antecedents and consequences of group potency: A longitudinal investigation.* Paper presented at the meeting of the Academy of Management, San Diego, CA.

Korsgaard, M.A. (1998, April). *Empathy and justice in performance appraisals.* Paper presented at the meeting of the Society of Industrial/Organizational Psychology, Dallas, TX.

Tompson, H.B. & Korsgaard, M.A. (1997, August). *Antecedents and consequences of role conflict and facilitation.* Paper presented at the 1997 Academy of Management Meetings, Boston, MA.

Sapienza, H.J., Korsgaard, M.A., & Schweiger, D.M. (1997, August). *Procedural justice and changes in psychological contracts: A longitudinal study of reengineering planning.* Paper presented at the 1997 Academy of Management Meetings, Boston, MA.

Cropanzano, R., Johnson, E., & Korsgaard, A. (1997, July). *Procedural justice and performance appraisal: An invited symposium.* New Zealand Industrial/Organisational Psychology Conference, Auckland, New Zealand. Invited symposium.

Korsgaard, M.A., Roberson, L., & Rymph, D. (1997, June). *The impact of subordinate assertive communication on managers' interactional fairness.* Invited paper presented at the Australian Industrial/Organizational Psychology Conference, Melbourne, Australia. Invited presentation

Sapienza, H.J., Korsgaard, M.A., Hoogendam, J. (1997, April). *What do new venture boards do?* Paper presented at the Babson/Kauffman Entrepreneurship Research Conference, Wellesley, MA.

Sapienza, H.J. & Korsgaard, M.A. (1996, November). *Effects of agency risk, investor influence, and trust on the monitoring of high-potential ventures.* Paper presented at the meeting of the Southern Management Association, New Orleans, LA.

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Meglino, B.M., & Korsgaard, M.A. (1996, August). *Toward a theory of concern for others in organizations: A developmental model, initial tests, and research propositions*. Paper presented at the meeting of the Academy of Management, Cincinnati, OH.

Korsgaard, M.A., Roberson, L., & Rymph, D. (1996, April). *Promoting fairness through subordinate training: The impact of subordinate communication style on manager's fairness*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

Korsgaard, M.A., Sapienza, H.J., Turnley, W., & Diddams, M. (1996, April). *The role of interactional justice when outcomes are unclear*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

Tompson, H., & Korsgaard, M.A. (1995, August). *Understanding the impact of multiple life roles on work attitudes and intentions*. Paper presented at the meeting of the Academy of Management, Vancouver, Canada.

Roberson, L., & Korsgaard, M.A. (1995, May). *Does public self-appraisal affect reactions to feedback?* Paper presented at the meeting of Society for Industrial/Organizational Psychology, Orlando, FL.

Sapienza, H.J. & Korsgaard, M.A. (1995, April). *Impact of feedback and decision making processes on venture capitalist support of new venture*. Paper presented at the Babson/Kauffman Entrepreneurship Research Conference, London.

Korsgaard, M.A., Schweiger, D.M., & Sapienza, H.J. (1994, August). *The role of procedural justice in building commitment, attachment, and trust in strategic decision-making teams*. Paper presented at the meeting of the Academy of Management, Dallas, TX.

Korsgaard, M.A., Meglino, B.M., & Lester, S.W. (1994, August). *The virtue of being altruistic: The role of the value of helping and concern in individuals' reactions to feedback from others*. Paper presented at the meeting of the Academy of Management, Dallas, TX.

Sapienza, H.J., & Korsgaard, M.A. (1994, June). *Managing investor relations: The impact of procedural justice in establishing and sustaining investor support*. Paper presented at the Babson/Kauffman Entrepreneurship Research Conference, Wellesley, MA.

Diddams, M., & Korsgaard, M.A. (1994, April). *The effect of process feedback and task complexity on personal goals, strategies, and performance*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.

Korsgaard, M.A., & Roberson, L. (1993, August). *Procedural justice in performance evaluation*. Presented at the 1993 Paper presented at the meeting of the Academy of Management, Atlanta, GA.

Korsgaard, M.A., & Morris, J.A. (1993, May). *The impact of demographic diversity on individual performance and individuals' perceptions of groups*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Korsgaard, M.A., & Goodwin, R. (1992, April). *Procedural justice in performance evaluation: The role of voice through self-appraisal*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Montreal, Canada.

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Korsgaard, M.A., Roberson, L., & Klein, D. (1991, April). *The effect of self-appraisal and participation on subsequent performance*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.

Roberson, L., Torkel, S.J., Klein, D.A., Korsgaard, M.A., Diddams, M., & Cayer, M. (1989, August). *Self-appraisal and perceptions of the appraisal discussion: A quasi-experimental field study*. Paper presented at the meeting of the Academy of Management, Washington D.C.

Korsgaard, M.A., Roberson, L., & Diddams, M. (1986). *Intention characteristics and task satisfaction: An explication of the effect of task characteristics on task satisfaction*. Paper presented at the meeting of the Eastern Psychological Association, Boston, MA.

Lipkin, M., Roter, D. Putnam, S., Greene, M., Orgel, J., & Korsgaard, M. (1989, February). *The interview of the geriatric Patient in Primary Care*. Paper presented at the meeting of the Mid-Atlantic Regional Society for General Internal Medicine Conference, Baltimore, MD.

Klein, D., Diddams, M., Korsgaard, M.A., Roberson, L., & Torkel, S. (1988, April). *The effects of subordinate self-appraisal: A field experiment*. Paper presented at the Ninth Annual I.O. & O.B. Graduate Student Convention, Bowling Green, Ohio.

Korsgaard, M.A., Kennedy, J.R., & Houston, J.M. (1986). *The construct validity of the least preferred co-worker scale*. Presented at the 1986 Eastern Psychological Association Convention, N.Y.

Korsgaard, M.A., Kennedy, J.R., & Houston, J.M. (1986). *The construct validity of the least preferred co-worker scale*. Paper presented at the meeting of the Eastern Psychological Association, N.Y.

Conference Workshops

Korsgaard, M. (August, 2014). Trust between individuals and organizations. Facilitator at Professional Development Workshop, 2914 Academy of Management Meetings, Philadelphia, PA.

Korsgaard, M. (August, 2008). Research Paper Discussion Leader Entrepreneurship Doctoral Consortium, 2008 Academy of Management Meetings, Anaheim, CA.

Korsgaard, M. (August, 2008). *Career-Life Balance*. Organizational Behavior Doctoral Consortium, 2008 Academy of Management Meetings, Anaheim, CA.

Korsgaard, M.A. (August, 2008). *Trust in the HR Cycle*. (discussant). Paper presented at the 2008 Academy of Management Meetings, Anaheim, CA.

Korsgaard, M. (August, 2007). *Career-Life Balance*. Organizational Behavior Doctoral Consortium, 2007 Academy of Management Meetings, Philadelphia, PA.

Discussant. (August, 2007). *Editor Round Table*. Organizational Behavior Doctoral Consortium, 2007 Academy of Management Meetings, Philadelphia, PA.

Discussant. (August, 2007). *Editor Round Table*. HR Doctoral Consortium, 2007 Academy of Management Meetings, Philadelphia, PA.

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Korsgaard, M. (August, 2006). *Career-Life Balance*. Organizational Behavior Doctoral Consortium, 2006 Academy of Management Meetings, Atlanta, GA.,

Discussant. (August, 2006). *Editor Round Table*. Entrepreneurship Doctoral Consortium, 2006 Academy of Management Meetings, Atlanta, GA.

Discussant. (August, 2006). *Editor Round Table*. HR Doctoral Consortium, 2006 Academy of Management Meetings, Academy of Management, Atlanta, GA.

Cropanzano, R.A., Scandura, T.S., & Korsgaard, M.A. (2005, November). *Journal of Management research development workshop: Converting good research into publishable articles*. 2005 Southern Management Association meetings, Charleston, SC.

Facilitator. (2005, August). *Junior faculty research incubator on power*. Professional Development Workshop at the 2005 Academy of Management Meetings, Honolulu, HI.

Discussant. (2005, August). *Obstacles to fairness: The trials and tribulations of getting managers to enact justice*. Symposium at the at the 2005 Academy of Management Meetings, Honolulu, HI.

PROFESSIONAL ACTIVITIES

Editorial Board Memberships

<i>Journal of Management</i>	Editorial Board member
Journal of Organizational Behavior	Editorial Board Member
<i>Frontiers in Entrepreneurship Research</i>	Editorial Board Member

Ad-Hoc Reviewing

Academy of Management Journal
Academy of Management Review
Human Relations
Journal of Applied Psychology
Journal of Applied Social Psychology
Journal of Management Studies
Personnel Psychology
Organizational Behavior and Human Decision Processes
Organization Science
Personality and Social Psychology Bulletin
Journal of Management Studies

Other reviewing

National Science Foundation ad hoc reviewing 2011
National Science Foundation Review Panel 2010, 2013
Academy of Management Conference, Organizational Behavior, Conflict Management and Human Resources Divisions 2004-2010
Society of Industrial-Organizational Psychology 2003, 2007

University and College Committee Service

Academic Director, Masters of HR Program
Co-Chair, Provost Search Committee 2015

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Chair, University Tenure and Promotion Committee 2010-2011
Chair, Management Department Promotion and Tenure Committee, 2008-2011
University Tenure and Promotion Committee 2008-2011
Search Committee, Vice President of Research 2011
Moore School of Business Research Advisory Committee 2008-2014
Moore School of Business Sustainability and Economic Development Committee 2008-2010
University Institutional Review Board, 2007-2008
Moore School of Business Promotion and Tenure Advisory Committee, 2005-2008
Master in Human Resources Executive Committee, 1994 – present
MSB Distinguished Alumni Committee 2007-2008
Faculty Senate, 2003 - 2006
Moore School of Business Faculty Advisory Council, 2004-2006
Moore School of Business Institutional Review Board Liaison, 2001-2005
PMBA Executive Committee, 2000- 2002
Ethics Committee for the Protection of Human Subjects, 1995 – 1998, 2000 - 2001
Computer Resources Committee, 1995 -1999
Coordinator, Ph.D. Program in Management, 1996 - 1999
Ph.D. Executive Committee, 1996 - 1999
Faculty Advisory Committee, 1995-1996
Professional Ethics Committee, 1995-1996
University Assessment Advisory Committee, 1994 - 1999

Executive Education and Consultation

Program consultation and design in leadership development, skills training, and assessment
Leadership development programs
360 feedback design, delivery and feedback sessions
Engagement survey and feedback consultation

Professional Affiliations

Academy of Management
American Psychological Association
Society for Industrial/Organizational Psychology

FELLOWSHIPS AND AWARDS

Business Partnership Foundation Moore Research Fellow, 2010-present.

National Science Foundation Grant Supplement. “Collaborative Research: Communication, Trust and Leadership in Virtual Organizations and Teams.” Principal Investigator. 2010. \$28,000.

Humboldt Foundation. “Computer-mediated communication, trust, online games, virtual teams, performance.” Co- Principal Investigator, \$80000. (January 2010 - January 2011).

National Science Foundation Grant. “Collaborative Research: Communication, Trust and Leadership in Virtual Organizations and Teams.” Principal Investigator. 2008. \$191,000.

Alfred P. Sloan Foundation Grant to establish the Alfred P. Sloan Foundation Travel and Tourism Industry Center at the University of South Carolina, Co-Principal Investigator. 2004, \$400,000.

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Taylor & Francis Publishers Award for Excellence in Research on the Topic of Venture Capital (2005 Babson-Kaufmann Entrepreneurship Research Conference) for: Forbes, D., Korsgaard, M.A. & Sapienza, H. *Board Conflict in the Aftermath of the Market Crash*.

Finalist, Scholarly Achievement Award, Human Resources Division, Academy of Management, 2002.

Finalist, Best Article, Organizational Behavior Division, Academy of Management, 1997.

Reigel & Emory Fellowship, College of Business, University of South Carolina, 1995, 1996.

Douglas H. Fryer Award for Best Dissertation in Industrial/Organizational Psychology, 1990.

January 2019