

Kaumudi Misra

Assistant Professor of Management
College of Business and Economics, California State University East Bay
25800 Carlos Bee Blvd., Hayward CA 94542.
kaumudi.misra@csueastbay.edu

EDUCATION

Ph.D.	Michigan State University <i>Human Resource Management/Organizational Behavior</i>
M.B.A.	Xavier Institute of Management <i>Human Resource Management/Organizational Behavior</i>
B.A.	Ravenshaw College <i>Economics (with high honors)</i>

ACADEMIC EXPERIENCE

2014-present	Assistant Professor of Management, California State University East Bay.
2012-2014	Assistant Instructor, School of Management and Labor Relations, Rutgers U.
2007-2012	Graduate Research Asst., School of Human Resources & Labor Relations, Michigan State U.

ACADEMIC HONORS AND AWARDS

- Thomas A. Kochan and Stephen R. Sleigh Best Dissertation Honorable Mention Award - Labor and Employment Relations Association, 2012.
- Susan G. Cohen Doctoral Research Award in Organization Design, Effectiveness and Change – Academy of Management and Center for Effective Organizations, Marshall School of Business, University of Southern California, 2008.
- Best Paper Award Service Connections Track, AMA Summer Educator’s Conference (*Misra, Singh and Cardon authors - Frontline Employee Empowerment in Service Organizations: A Goal-oriented Conceptualization and its Performance Consequences*).
- Medallion for academic excellence, Michigan State University Phi Kappa Phi Honor Society, 2009 - given to top 10% of graduate students at MSU (approx. enrolment: 6,800).
- Gold medallion for academic excellence, Michigan State University Phi Beta Delta Honor Society, 2005 -given to top 10% graduate students at MSU (approx. enrolment: 6,400).
- Graduate Scholarship – Michigan State University, 2007.
- Graduate Travel Grant – Michigan State University, 2005; 2008; 2010.
- Ranked in top 10% among 120 students in M.B.A. class.
- Gold medallion for excellence in academics (undergraduate).
- Silver medallion for 2nd position in National Talent Search Examination (undergraduate).

RESEARCH

INTERESTS

Broadly speaking, my research interests include the areas of Strategic HR Practices; Organizational Behavior; Cross-Cultural Management; as well as Leadership and Team Effectiveness. I am especially interested in understanding how the field of HR can contribute to the development of strategic human resource management practices for organizational and individual effectiveness. This includes issues surrounding Work-Life Balance; Flexible Work Practices; and Performance Outcomes for Employees and Organizations.

My current research focuses on sustainable HR practices in the new economy. My research on global team effectiveness has been widely recognized for its novelty and application to the field of strategic human resource management. It received an Honorable Mention Award from the Labor and Employment Relations Association - the singular association of employment relations scholars and practitioners around the country. It was also a recipient of the Susan G. Cohen Doctoral Research Award in Organizational Design and Effectiveness

PUBLICATIONS and MANUSCRIPTS UNDER REVIEW

Misra, Kaumudi (2018). "High-Performance Human Resource Practices and Team Job Satisfaction: Moderating Role of Team Citizenship Behaviors", *International Journal of Human Resource Studies*, 8(3), 86-102.

T.T. (Rajan) Selvarajan, Barjinder Singh, Peggy A. Cloninger, and **Kaumudi Misra** (2018). "Work-Family Conflict and Counterproductive Work Behaviors: Moderating Role of Regulatory Focus and Mediating Role of Affect", conditional acceptance: *Organization Management Journal*.

Berg, Peter, Ellen Ernst Kossek, **Kaumudi Misra**, and Dale Belman (2014). "Work-Life Flexibility Policies: Do Unions Affect Employee Access and Use?", *Industrial and Labor Relations Review*, Vol. 67(1): 111-239.

Ellen Kossek and **Kaumudi Misra** (2008). "Nonwork Influences on Work Motivation", in *Work Motivation: Past, Present, and Future*, R. Kanfer, G. Chen & R. Pritchard (Eds.), SIOP Frontiers Volume, LEA Press: Erlbaum.

Kaumudi Misra and Jed DeVaro. "Human Resource Practices and Organizational Performance; The Effect of work Hours", manuscript under review: *Industrial and Labor Relations Review*.

Kaumudi Misra. "The Gendered and Cultural Realities of Managing a Global Workforce: Implications for Research and Practice", manuscript under review: *International Journal of Human Resource Management*.

Kaumudi Misra (with Ellen E. Kossek and Patricia Jennings). "Examining the Factors that Contribute to Balanced or Imbalanced Workplace Flexibility Implementation", manuscript under preparation for submission.

RESEARCH IN PROGRESS

Kaumudi Misra. "Time Zone Effects: The Impact of Strategic HR Practices on Global Team Performance", data collection to include *AMS* and *EMEA* countries.

Data Analyses Phase: Effective HR Practices in Healthcare: Organizational Citizenship Behavior and Hospital Workers (with data collected in midwest hospitals)

Misra, Kaumudi. Time Zone Difference and Global Team Effectiveness: Do HR Practices Matter? Technical Report.

CONFERENCE PROCEEDINGS AND PRESENTATIONS

Kaumudi Misra. "Scheduling Work Across Time Zones: Impact on Global Employees' Work-Family Conflict and Stress", Scholarly Symposium submission titled *Managing Work Scheduling in Organizations: Creating Positive Dynamics*, Lindsay Rosokha and Ellen E. Kossek Organizers. Paper presented at the 78th Annual Meeting of the Academy of Management, Chicago, IL, August 10-14, 2018

Kaumudi Misra. "The Impact of Technology-Mediated Communication on Global Teamwork", Paper presented at the Work and Family Researchers Network (WFRN) Conference, Washington D.C., June 21-23, 2018.

Kaumudi Misra and Alexandra Beauregard. "Technology, Work and Family Special Interest Group Research Incubator", Research Workshop conducted at the Work and Family Researchers Network (WFRN) Conference, Washington D.C., June 21-23, 2018.

Misra, Kaumudi and Jed DeVaro. "HR Practices, Organizational Productivity and Employee Well-Being: The Impact of Work Hours", Paper presented at the Labor and Employment Relations Association 70th Annual Meeting, Baltimore, MD, June 14-17, 2018.

Misra, Kaumudi. "Work-Life Flexibility Practices: The Role of the Cultural Context", Paper presented at the Labor and Employment Relations Association 69th Annual Meeting, Anaheim, CA, June 1-4 2017.

Beauregard, Alexandra, Angela Grotto, **Kaumudi Misra**, and Ariane Ollier-Malaterre. Work-Family and Technology Special Interest Group. Founder Member Symposium, Work and Family Researchers Network (WFRN) Conference, Washington D.C., June 23-25, 2016.

Misra, Kaumudi. The Gendered and Cultural Realities of Managing a Global Workforce: Implications for Research and Practice; Leadership Excellence and Gender Symposium, Purdue University, March 28-30, 2016.

Misra, Kaumudi. Work-Family Balance and Integration for Non-Standard Work: Emerging Issues in a Global Economy. Symposium organizer and panelist, Work and Family Researchers Network (WFRN) Conference, NYC, New York. June 19-21, 2014.

Misra, Kaumudi. Innovative Workplace Practices: Strategies for Shared Prosperity in the New Economy. Symposium Co-Chair and presenter, Labor & Employment Relations (LERA) Annual Meeting, Portland, OR. May 29-June 02, 2014.

Misra, Kaumudi. Chair, Work-Life Balance in Healthcare track. Employment Relations in Healthcare Conference, Rutgers University, March 14-15, 2014.

Misra, Kaumudi. Time Zone Effects: The Impact of Human Resource Practices and Cultural Intelligence on Global Team and Employee Outcomes. Paper presented at the Wharton People and Organizations Conference, October 4-5, 2013.

Misra, Kaumudi. Time Zone Effects: The Impact of Human Resource Practices on Global Workforces. Symposium Paper presented at the Labor & Employment Relations (LERA) Annual Meeting, Atlanta, GA, January 2-5, 2010.

Berg, Peter, Ellen E. Kossek and **Kaumudi Misra.** Work-life Voice: Examining the Relationship between Different Forms of Employee Voice and Flexible Working Time Arrangements across Countries. Paper presented at the Labor & Employment Relations (LERA) Annual Meeting, New Orleans, LA, January 3-6, 2008.

Kossek, Ellen E. and **Kaumudi Misra.** New Perspectives in Work Motivation: When Context and Time Matter. Symposium paper presented at the Academy of Management Meetings, Philadelphia, Aug. 2007.

Kossek, E. E., Peter Berg and **Kaumudi Misra.** Adding a Collective Unionized Voice Perspective to Work–Life Research. Symposium Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA, Aug. 2007.

Berg, Peter, **Kaumudi Misra** and Kyoko Kato. “Work Intensity and Work-Family Balance in Europe”, Paper presented at the Annual Meeting of the Academy of Management, Honolulu, HI, August 2005.

Misra, Kaumudi, Jagdip Singh and Melissa Cardon. “Front Line Employee Empowerment in Service Organizations: A Goal-oriented Conceptualization and its Performance Consequences”, Paper presented at the American Marketing Association Summer Educators’ Conference, Chicago, IL, 2003.

(Recipient of Best Paper Award, Service Connections Track).

RESEARCH GRANTS

- Individual Faculty Support Research Grant 2017-18, CSUEB
Project Title: Time Zone Effects: Strategic HR Practices and Global Team Performance
- Individual Faculty Support Research Grant 2016-17, CSUEB
Project Title: The Business Impact of Work-life Flexibility Practices: Effects on Productivity and Financial Performance
- Graduate Research Grants, Michigan State University: 2008, 2009 and 2010.

RESEARCH EXPERIENCE

2005-2010 Graduate Research Assistant, Michigan State University

Alfred P. Sloan Foundation Project on “Work-Life Flexibility in Unionized Workplaces”

This research project aims to assess availability, use and impact of flexibility work practices in unionized organizations, and gave me valuable experience related to my strong interest in understanding the effects of flexibility practices on employee and organizational outcomes.

More information about the study is available at <http://www.worklifeflexibility.msu.edu>

- Acted as project manager to coordinate and manage project activities, design and maintain website, participate in weekly project meetings, and supervised other graduate assistants. Led efforts in organization of partners’ meet, and assisted in research related to workplace flexibility.
- Visited study sites to conduct interviews and collect data. Conducted literature review and provide research assistance for scale development on flexibility policies and practices. Responsibilities also included survey design, coding and analysis of data to be collected from participating organizations
- Continue to contribute in form of co-authored papers from the research project.

Other Research Projects

- ***Research Associate: National Science Foundation Project on Organizational Change and Effectiveness.***

Provided research assistance for survey design, conducting interviews and data collection from Mid-West hospitals; and contributed to research outputs under the guidance of department faculty. Responsibilities also included collecting information on project funding and grant proposals, and data analysis using STATA and SPSS software.

- Work-Intensity Research: Conducted research on Work Intensity and Work-Family outcomes and contributed to paper on Work Intensity and Work-Family Balance in Europe.
- Organizational Citizenship Behavior and Organizational Outcomes: Conducted literature review, coding and data analysis using multi-level theory and modeling. using data from Midwestern hospitals

TEACHING

INTERESTS

I have broad teaching interests including topics on Strategic HRM, Organizational Behavior, Cross-Cultural Management, as well as Research Design and Method. I have a special interest in International and Sustainable HR Practices; Team Effectiveness and Leadership Development; and Business topics for HR professionals, such as HR Analytics. I have earned valuable experience teaching courses in Strategic and International HRM; HR Decision-Making; and Organizational Behavior both at the undergraduate and graduate level.

COURSES TAUGHT

California State University East Bay (2014 – present)

MGMT 6622 HR Analytics (MBA/MSBA)

MGMT 6612 Strategic Human Resources: Frameworks for General Managers (MBA)

MGMT 6600 Independent Study (MBA)
MGMT 3610 Strategic Human Resource Management (undergraduate)
MGMT 3614 Organizational Behavior (undergraduate)
MGMT 4675 International Human Resource Management (undergraduate)

Rutgers University (2012-2014)

HRM 38:533:617 Organizational Behavior (graduate)
HRM 38:533:542 HR Decision Making: Data-Based Decisions (graduate)
HRM 37:533:315 Global Human Resource Management (undergraduate)
LSER 37:575:345 Organizational Behavior and Work (undergraduate)
LSER 37:575:230 People, Work and Organizations (undergraduate)

Michigan State University (2007-2012)

HRLR 813 Organizational Behavior (graduate)
HRLR 990 Work & Employment Relations Theory and Research (TA for multi-campus Ph.D. seminar)

OTHER PROFESSIONAL EXPERIENCE

1995-2001 Manager, Human Resource Development, Industrial Development Bank of India

Headquartered in Mumbai, The Industrial Development Bank of India (*now called IDBI Bank*), is a premier financial institution of India and one of the largest Development Banks in Asia. It has an asset base nearing US \$15 billion and branches all over India. Its human capital currently includes approx. 13000 employees. Responsibilities as Manager, Human Resource Development included:

- Review and implement changes in the existing Performance Appraisal System to include Key Responsibility Areas and goal setting.
- Selection and recruitment for managerial positions in the HR and Finance departments.
- Participate in employee-management negotiation meetings along with top management team.
- Impart employee performance counseling and undertake organization-wide reviews of staffing and selection policies.
- Editor, in-house journal.

Faculty, Training Division, Human Resources Department, IDBI Bank.

- Designed and conducted in-house training sessions for middle and senior management
Delivered lectures, facilitated discussions and team activities. (topics included Transactional Analysis, Motivation, Your Role and Identity in the Organization, Communication, Presentation Skills and Public Speaking, and Case Studies in Human Resources Management Theory and Application).

UNIVERSITY AND PROFESSIONAL SERVICE

EXTERNAL

- Chair-Elect and Founder Member, Special Interest Group on Work-Family and Technology, Work Family Researcher's Network (2015-18).
- CSUEB Representative to the Ph.D. Project, Academy of Management Meetings (2015, 2016).

- Reviewer, Human Resource Management (2018).
- Reviewer, Human Resource Management Journal (2017).
- Ad-hoc Reviewer, Academy of Management HR, OB and IMT Divisions (2008-present).
- Ad-hoc Reviewer, Group and Organization Management (2011-present).
- Ad-hoc Reviewer, Research in Careers Series (2010).
- Organizer, Symposium on Global Workforces, Labor and Employment Research Association Annual Meeting, Atlanta, GA (2010).
- Co-chair, Ph.D. Student Consortium, Labor and Employment Research Association Annual Meeting, Atlanta, GA (2010).
- Ad-hoc Reviewer, Human Relations Journal (2009 Special Issue).
- Member, Selection Committee, Academy of Management Carolyn Dexter Award (2007-08).

INTERNAL

- Academic Senate Member, CSUEB Academic Senate (2017-19).
- Member, Advisory Board, Center for Student Research, CSUEB (2017-present).
- Chair and Diversity Advocate, Hiring Committee for HRM tenure-track faculty, Department of Management, College of Business and Economics, CSUEB (2016-17).
- Member and Diversity Advocate, Hiring Committee for HRM tenure-track faculty, Department of Management, School of Business and Economics, CSUEB (2015-16).
- Faculty Contributor to Semester Conversion of Courses, Department of Management (2016-17).
- New Course Development: HR Analytics for MSBA/MBA Program, College of Business and Economics, 2015.
- Faculty Initiate, CSUEB Delta Sigma Pi Student Chapter, College of Business and Economics, December 2016.
- Faculty Mentor to CSR Student Scholar and presenter at CSU-wide research competition, 2017.
- Presenter, CSUEB Delta Sigma Pi Student Chapter, College of Business and Economics, 2016; 2017.
- Faculty Supervisor, Independent Study on High Performance HR Practices (MBA), School of Business and Economics, CSUEB (Spring 2015).
- Faculty Supervisor, Summer Internship (undergraduate senior), School of Management and Labor Relations, Rutgers University (Summer 2011).
- Co-organizer, Research Seminar Series, School of Human Resources & Labor Relations, Michigan State University (2007-2008).

PROFESSIONAL MEMBERSHIPS

- Academy of Management
- Labor and Employment Relations Association
- Work and Family Researchers Network
- Society of Human Resource Management