

**Kaumudi Misra**  
Associate Professor of Management  
College of Business and Economics, California State University East Bay  
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## EDUCATION

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- Ph.D.** Michigan State University, *Human Resources and Industrial Relations*
- M.B.A.** Xavier Institute of Management, *Human Resource Management/Organizational Behavior*
- B.A.** Ravenshaw College, *Economics with Honors*

## ACADEMIC EXPERIENCE

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- 2021-** Associate Professor of Management, California State University East Bay
- 2014 to 2021** Assistant Professor of Management, California State University East Bay
- 2013 - 2014** Assistant Instructor, School of Management and Labor Relations, Rutgers University

## ACADEMIC HONORS AND AWARDS

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- 2019 Best Paper Nominee (top 3 papers selected) – *Organization Management Journal*.
- 2019 *Marvin Remmich Outstanding Faculty Award for Teaching*, College of Business and Economics, CSU East Bay.
- 2019-present *Work Family Researchers' Network Experts Panel* (<https://wfrn.org/expert/kaumudi-misra/>).
- 2012 *Thomas A. Kochan & Stephen R. Sleigh Best Dissertation Honorable Mention Award*, Labor and Employment Relations Association.
- 2009 *Medallion for Academic Excellence*, Michigan State University (MSU) Phi Kappa Phi Honor Society - given to top 10% of graduate students at MSU (approx. enrolment: 6,800).
- 2008 *Susan G. Cohen Doctoral Research Award in Organization Design, Effectiveness and Change*, Academy of Management and The Center for Effective Organizations.
- 2005 *Gold medallion for Academic Excellence*, Michigan State University Phi Beta Delta Honor Society -given to top 10% graduate students at MSU (approx. enrolment: 6,400).
- 2003 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*).
- 2007, 2008, 2010 *Graduate Scholarship*, Michigan State University.
- 1995 Ranked in top 10% among 120 students in M.B.A. class.
- 1986 Silver medallion for 2<sup>nd</sup> position in National Talent Search Examination (undergraduate).

## RESEARCH

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### IN THE NEWS

<https://wfrn.org/news/meet-kaumudi-misra-wfrn-featured-scholar/>

<https://www.csueastbay.edu/news-center/2021/05/doing-more-in-less-time.html>

## REFEREED PUBLICATIONS

Kossek, E. E., Gettings, P., and **Misra, K. (2021)**. The Future of Flexibility at Work. *Harvard Business Review*, September 2021. | [Related Website](#) |

Seitz, S.R. and **Misra, K. (2020)**, "Knowledge sharing in social networks: Considering the role of political skill and trust", *International Journal of Organization Theory & Behavior*, Vol. 23 No. 2, pp. 121-140. | [Related Website](#) |

Selvarajan, T. T., Singh, B., Cloninger, P. A., and **Misra, K. (2019)**. "Work–Family Conflict and Counterproductive Work Behaviors: Moderating Role of Regulatory Focus and Mediating Role of Affect". *Organization Management Journal*, 16(1), 42-54. | [Related Website](#) |  
*This paper was judged as one of the top 3 papers published in the journal in 2019.*

**Misra, K. (2019)**. "Performance outcomes of OCB in self-managed work teams", *Journal of Business and Economics Research*, 16(1), 1-10.

Berg, P., Kossek, E. E., **Misra, K.**, and Belman, D. (2014). Work-life flexibility policies: Do unions affect employee access and use?, *Industrial and Labor Relations Review*, 67(1), 111-137.

## INVITED BOOK CHAPTERS

Kossek, E. E. and **Misra, K. (2008)**. Nonwork influences on work motivation. R. Kanfer, G. Chen, & R. Pritchard (Eds.), *Work motivation: Past, present, and future*. New York: Lawrence Erlbaum Associates (Taylor and Francis), pp. 590.

## MANUSCRIPTS UNDER REVIEW

**Misra, K. (2021)** "Putting Work Life Flexibility Practices in Context: A Gendered Cross-Cultural Analysis", Revise & Resubmit, 2<sup>nd</sup> R&R, *Human Resource Management Journal*.

Mee Sook Kim, **Misra, K.**, and Jean Phillips (2021). "Individual Differences in Reactions to Work Location Decisions", *R&R, Organization Management Journal*

## MANUSCRIPTS UNDER PREPARATION

**Misra, K.** (with Ellen E. Kossek and Patricia Gettings). "Work-life Flexibility Implementation Bundles and Micro-Climates: Implications for Flexibility Fairness and Work-Family Conflict". *Target Journal: Personnel Psychology*.

**Misra, K.** "Time Zone Differences and Work-Family Conflict in Global Teams". *Target Journal: TBD*.

**Misra, K.** (with Mee Sook Kim and Jean Phillips). Supervisor Leadership during the COVID-19 pandemic: More direction or more empowerment?. *Target Journal: TBD*.

**Misra, K.** and Jed DeVaro. "The Impact of Flexible Work Practices on Labor Productivity: Do Work Hours Matter?", *Target Journal: Industrial Relations*.

**Misra, K.** "Flexible Work Practices and Post-Covid Team Productivity". *Data Collection Phase*.

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

## CONFERENCE PRESENTATIONS & PROCEEDINGS

**Misra, K.** (with Angela Grotto, Dominique Kost and Ariane Ollier-Malaterre) **(2021)**. Technology, Work and Family Research Incubator, Work-Family Researchers' Network Virtual Conference, October 2021.

Kossek, E. E., **Misra, K.** and P. Gettings **(2020)**. Live Synchronous Session Chair and Paper Presenter (only 10% of papers selected): "Work-Life Flexibility Bundles and Cultures: A Typology and Identification of Implementation Factors ", in Broadening our Sight on Workplace Flexibility to Include Under-Emphasized Perspectives, Golden, Jones, Kelliher, Kossek, & Paustian-Underdahl organizers, *The Academy of Management Proceedings*, Vol. 2020 (1): 18394.

**Misra, K. (2020)**. "Broadening our Sight on Workplace Flexibility to Include Under- Emphasized Perspectives", Session Chair, 80<sup>th</sup> Annual Meeting of the Academy of Management, August 2020.

**Misra, K.** (with Ariane Ollier-Malaterre and Angela Grotto) **(2020)**. "Work-life flexibility practices for tech versus non-tech employees and the role of cultural context". Symposium paper accepted for presentation at the Work-Family Researchers' Network Conference (Virtual Meeting), December 2020.

**Misra, K.** (with Alexandra Bureaugrad and Ariane Ollier-Malaterre) **(2020)**. Technology, Work and Family Research Incubator, proposal accepted for presentation at the Work-Family Researchers' Network Conference, Virtual Meeting December 2020.

**Misra, K. (2020)**. "Labor Economics, Labor Markets, and Organizations ", Chair and Discussant, LERA competitive papers I at the Labor and Employment Relations Association 72<sup>nd</sup> Annual Virtual Meeting, June 2020.

**Misra, Kaumudi (2019)**. "Work-life flexibility: The Role of National Context", Paper presented in Session #364, *Crafting Conceptual HR Manuscripts*, at the 79<sup>th</sup> Annual Meeting of the Academy of Management, Boston, MA, August 8-14, 2019.

**Misra, Kaumudi (2019)**. Chair, Session #2000 on *Configurations of HR Practices* at the 79<sup>th</sup> Annual Meeting of the Academy of Management, Boston, MA, August 8-14, 2019.

Bourdeau, S., Kossek, E. E., Lee, H. S., Mechem Rosokha, L., and **Misra, K. (2018)**. Managing Work Scheduling in Organizations: Creating Positive Dynamics. In *Academy of Management Proceedings* (Vol. 2018, No. 1, p. 14686). Briarcliff Manor, NY 10510: Academy of Management.

**Misra, Kaumudi (2018)**. "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.

**Misra, Kaumudi** (with Alexandra Beauregard) **(2018)**. "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 (2018). "HR Practices, Organizational Productivity and Employee Well-Being: The Impact of Work Hours", Paper selected for presentation in the competitive papers section at the Labor and Employment Relations Association 70<sup>th</sup> Annual Meeting, Baltimore, MD, June 14-17, 2018.

**Misra, Kaumudi** (with Ellen Kossek and Patricia Gettings) (2018). "Work-life flexibility bundles and cultures: A typology and identification of implementation factors"; Paper presented at the Leadership Excellence and Gender Conference, Purdue University, Indiana, March 21-23, 2018.

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

**Misra, Kaumudi** (with Beauregard, Alexandra, Angela Grotto, and Ariane Ollier-Malaterre) (2016). 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** (2016). "The Gendered and Cultural Realities of Managing a Global Workforce: Implications for Research and Practice"; Paper presented at the Leadership Excellence and Gender Symposium, Purdue University, Indiana, March 28-30, 2016.

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

**Misra, Kaumudi** (2013). 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** (2010). 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** (2008). 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 (2007)**. 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 (2007)**. 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 (**2005**). “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 (**2003**). “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. (*This paper received the Best Paper Award, Service Connections Track*).

## RESEARCH GRANTS

- Individual Faculty Support Research Grant 2021-22, CSU East Bay.  
*Project Title: Strategic HR Practices and Tech Teams: Impact on Productivity and Work-Life*
- Individual Summer Research Grant 2020-21, College of Business & Economics, CSU East Bay.  
*Project Title: Cultural Intelligence and Flex Work: Impact on Team Productivity*
- CABEC Individual Research Grant 2018, College of Business & Economics, CSU East Bay
- Individual Faculty Support Research Grant 2017-18, CSU East Bay  
*Project Title: Time Zone Effects: Strategic HR Practices and Global Team Performance*
- Individual Faculty Support Research Grant 2016-17, CSU East Bay  
*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.

- 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.

- Contributed 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 in Frontline Employee Teams:** Conducted literature review, coding and data analysis using multi-level theory and modeling, using data collected from Midwestern hospitals.

## **TEACHING**

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### **INTERESTS**

I have broad teaching interests including topics on Strategic HRM, Organizational Behavior, International Management, as well as People Analytics, 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; People Analytics; and Organizational Behavior both at the undergraduate and graduate level.

### **COURSES TAUGHT**

#### ***California State University East Bay (2014 – present)***

##### *Graduate*

MGMT 610	Strategic Human Resources Management (MBA)
MGMT 616	People Analytics (MBA/MSBA)
MGMT 690	Independent Study (MSBA) - Human Resource Practices: Individual and Organizational Outcomes
MGMT 6612	Strategic Human Resources: Frameworks for General Managers (MBA)
MGMT 6622	HR Analytics (MBA/MSBA)
MGMT 6900	Independent Study (MBA) - Human Resource Practices in the Healthcare Industry: The Case of US and China

##### *Undergraduate*

MGMT 310	Organizational Behavior
MGMT 312	Human Resource Management
MGMT 408	HR Analytics
MGMT 3610	Strategic Human Resource Management

MGMT 3614 Organizational Behavior  
MGMT 4675 International Human Resource Management

***Rutgers University (2012-2014)***

*Graduate*

HRM 38:533:617 Organizational Behavior  
HRM 38:533:542 HR Decision Making: Data-Based Decisions

*Undergraduate*

HRM 37:533:315 Global Human Resource Management  
LSER 37:575:345 Organizational Behavior and Work  
LSER 37:575:230 People, Work and Organizations

***Michigan State University (2007-2012)***

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

**PROFESSIONAL EXPERIENCE**

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

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

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### EXTERNAL

- Invited Panelist, “New Ways of Working”, Kingston Business School, UK (2021).
- Nominations Committee, Work Family Researchers’ Network (2020)
- Experts Panel Member, Work Family Researchers’ Network (2019 - present).
- Chair-Elect and Founder Member, Special Interest Group on Work-Family and Technology, Work Family Researcher’s Network (2015-present).
- CSU East Bay Representative to the Ph.D. Project, Academy of Management Meetings (2015, 2016).
- Reviewer, Human Resource Management (2018-present).
- Reviewer, International Journal of Organization Theory & Behavior (2020)
- Reviewer, Human Resource Management Journal (2017-2019).
- Ad-hoc Reviewer, Academy of Management GDO Division (2017-present).
- Ad-hoc Reviewer, Academy of Management HR and OB Divisions (2008-present).
- Ad-hoc Reviewer, Group and Organization Management (2011-present).
- Ad-hoc Reviewer, Research in Careers Series (2010).
- Co-chair & 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

- Member, Foundation Board, CSU East Bay (2021-2023)
- Member, Institutional Review Board, CSU East Bay (2021-)
- Invited Panelist, CSU East Bay Alumni Engagement CareerBoost webinar, (2020).
- Reviewer, Start-it-Up Contributions, CBE Smith Center, CSU East Bay (2020).
- Name Reader, CSU East Bay Commencement Ceremony, (2016-present).
- Member, Advisory Board, Center for Student Research, CSU East Bay (2017-).
- Academic Senate CSU East Bay At-Large Member (2019-21).
- Academic Senate CSU East Bay College Representative (2017-19).
- Chair and Diversity Advocate, HRM tenure-track faculty Search Committee, College of Business and Economics, CSU East Bay (2016-17).
- Member and Diversity Advocate, HRM tenure-track faculty Search Committee, College of Business and Economics, CSU East Bay (2015-16).
- Faculty Contributor to Semester Conversion of Courses, Department of Management, CSU East Bay (2016-17).
- New Course Development: HR Analytics for BSBA Program, College of Business and Economics, CSU East Bay (2019).
- New Course Development: People Analytics for MSBA/MBA Program, College of Business and Economics, CSU East Bay (2015).
- Faculty Initiate, CSU East Bay Delta Sigma Pi Student Chapter, College of Business and Economics, (2016-present).
- Faculty Mentor to CSR Student Scholar, CSU East Bay 2017-18; 2019-20.



- Presenter, CSU East Bay 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, CSU East Bay (2015; 2018).
- Faculty Supervisor, Summer Internship (undergraduate senior), School of Management and Labor Relations, Rutgers University (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