SUMITA RAGHURAM

School of Labor and Employment Relations
Pennsylvania State University
University Park, PA, 16802
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December, 2017

EDUCATION

1993: Ph.D. Carlson School of Management, University of Minnesota.
(Human Resource Management and Organization Behavior)
1980: M.B.A. Xavier Labor Relations Institute, India.
1977: B.A. University of Delhi, India. Major: Economics.

ACADEMIC POSITIONS

2005-current: Associate Professor, School of Labor Studies Employment Relations, Pennsylvania State University, State College, PA.
2018 (June):   Visiting faculty, University of Sydney, Australia.
2018 (May):   Visiting faculty, Bologna Business School, University of Bologna, Italy.
2002-2005:   Associate Professor, Schools of Business (graduate and undergraduate), Fordham University, New York.
2003 (July):   Visiting faculty, Indian School of Business, India
1993-2002:   Assistant Professor, Schools of Business, Fordham University, New York.
1995 (Fall):   Visiting Faculty, Copenhagen Business School, Denmark

HONORS, RECOGNITIONS, GRANTS

2015: Chinese NSF: Research on the Coupling Effect of Employee Intention and Organization Permission of Telework and the Impact of Contingency Factors (awarded USD 123,835).
2014: Penn State Undergraduate research support recipient.
2013: Keynote speaker for the Annual symposium of New Ways of Work, Detroit. Organization culture and distributed work.
2012-14: WUN grant to study identity of skilled migrants (Co-investigator).
2013: Penn State Undergraduate research support recipient.
2012: Penn State Presidents Undergraduate research award.
2010-2013: Society for Human Resource Management (SHRM) – Principal Investigator: Cross National study on supervisory support for virtual work. ($54,846 with 15% direct expenses for Penn State).
2007: Best presentation, OCIS Division, Academy of Management.
2008: Social Science Research Institute I, Pennsylvania State University (research grant)
2007: Faculty grant for curriculum development (Penn State University)
2006: Penn State Presidents Undergraduate research award.
2006: Recognized by Greek Society, Penn State University for teaching excellence.
2003: Inducted as Honorary Member in Beta Gamma Sigma Society of Fordham University in recognition of teaching, research and service.
2003. Keynote Speaker at the Annual Conference for HRM, Danish Management Forum and Copenhagen Business School.

2002-2006: Society for Human Resource Management (SHRM) Principal Investigator: Human Resource Management in Virtual Systems: Cross cultural differences.
1997: Society for Human Resource Management (SHRM) for research on Human Resource Management in Virtual Systems.
1997-2003: Management Systems Department, Fordham University, for research on Human Resource Management in Virtual Systems.
1990: Training and Development Research Center, Department of Vocational Education, University of Minnesota for Dissertation research.

PUBLICATIONS

Journal articles

Alipour, K., Mohammed, S. & Raghuram, S. (in press). Differences in the valuing of power among team members: A contingency approach toward examining the effects of power values diversity and relationship conflict. *Journal of Business and Psychology*. DOI 10.1007/s10869-017-9488-7

Raghuram, S., Gajendran, R., Liu, H. & Somaya, D. (2017). Boundaryless LMX: Examining LMX's impact on external career outcomes and alumni goodwill. *Personnel Psychology*, 70, (2), 399–428.

Raghuram, S., Brewster, C., Chen, X., Farndale, E., Gully, S., & Morley, M. (2017). On theory, technique and text: guidelines and suggestions on publishing International Human Resource Management Research. *International Journal of Human Resource Management*, 28 (12), 1640-1660.

Farndale, E., Raghuram, S., Gully, S., Liu, H., Phillips, J., & Vidovic, M. (2017). A vision of international human resource management research. *International Journal of Human Resource Management*, 28(12).

Farndale, E., Biron, M., Briscoe, D.R., & Raghuram, S. (2015). A Global Perspective on Diversity and Inclusion in Work Organisations, *International Journal of Human Resource Management*, 26, 6, 677-687.

Raghuram, S. (2014). Telecommuting in India: Pitfalls and possibilities. *South Asian Journal of Human Resource Management,* 1(2), 207-220.

Raghuram, S. & Fang. D. (2014). Telecommuting and the role of supervisory power in China**.** *Asia Pacific Journal of Management,* 31, 523–547.

Jepsen, D.M., Sun, J., Budhwar, P.S., Klehe. U., Krausert, A., Raghuram, S., Valcour, M. (2013). International academic careers: personal reflections, *International Journal of HRM*, 25 (10) 1309-1326.

Raghuram, S. (2013). Identities on Call*:* Impact of impression management on Indian call agents' identities. *Human Relations*. 66 (11) 1471–1496.

Raghuram, S. (2011). Organizational identification among young software professional in India. *International Journal of Human Resource Management, 22, 3913-3928*

Golden, T.D. & Raghuram, S. (equal authorship) (2010). Knowledge sharing among virtual workers. *Journal of Organizational Behavior,* 31, 1061–1085.

Raghuram, S., Tuertcher, P., & Garud, R. (2010). Mapping the field of virtual work: A co-citation analysis. *Information Systems Research,* 4, 983-999.

Raghuram, S. (2009). Outsourcing in India: Past present and future. *Journal of Asia Business Studies,* Fall, 56-57.

J. Schneider, Dowling, M. and Raghuram, S. (2007). Empowerment as a success factor in startup companies, *Review of Managerial Science*, 1, 167-184.

Raghuram, S. (2006). Individual effectiveness in outsourcing. *Human Systems Management Journal,* 25, 127-133.

Raghuram, S., & Wiesenfeld, B. (2004). Stress and work-family conflict among virtual workers. *Human Resource Management, 43, 259-277*

Raghuram, S., Wiesenfeld, B. & Garud, R. (2003). Technology enabled work: The role of self-efficacy in determining telecommuter adjustment and structuring behavior. *Journal of Vocational Behavior, 63, 180-198.*

Raghuram, S., Wiesenfeld, B., Garud, R. & Gupta, V. (2001) Factors contributing to virtual work adjustment. *Journal of Management,* 27, 383-405.

Raghuram, S. London, M. & Larsen, H. (2001). Flexible employment practices in Europe: Country versus culture*, The International Journal of Human Resource Management,* 12, 738-753.

Wiesenfeld, B., Raghuram, S., & Garud, R. (2001). Organizational identification among virtual workers: The role of need for affiliation and perceived support. *Journal of Management,* 27, 213-229.

Wiesenfeld, B. & Raghuram, S. & Garud R. (1999). Communication modes as determinants of organizational identity in a virtual organization. *Organization Science, 10, 777-790.*

Raghuram, S., Garud, R., & Wiesenfeld, B. M. (1998). Telework: managing distances in a connected world. *Strategy and Business*, 7-9.

Larsen, H.H., London. M., Weinstein, M. & Raghuram S. (1998). High flyer management development programs: Organization rhetoric or self-fulfilling prophecy? *International Studies of Management & Organization,* 28 (1) 64-90.

Raghuram, S. (1996). Knowledge creation in the telework context. *International Journal of Technology Management,* 11, 859-870.

Dunbar, R., Garud, R., & Raghuram S. (1996). A frame for deframing in strategic analysis, *Journal of Management Inquiry,* 5 (1) 23-34. <u>Won award for the best paper</u> in *Journal of Management Inquiry - Volume 5*.

Garud, R., Dunbar, R., & Raghuram S. (1996). Run, rabbit, run! *Journal of Management Inquiry,* 5 (2), 168-175.

Raghuram, S. & Arvey, R.D. (1994). Business strategy links with staffing and training practices. *Human Resource Planning Journal,* 17 (3) 55-73.

Raghuram, S. (1994). Linking staffing and training practices with business strategy: A theoretical perspective. *Human Resource Development Quarterly,* 5 (3), 237-252.

Book Chapters and White Papers

Raghuram, S. (2013). Organization culture and distributed work. White Paper for *New Ways of Working.*

Raghuram, S. (2001). Cultural frames and values affecting employment practices. In *How People Evaluate Others in Organizations,* ed. Manuel London. (Publisher: Lawrence Erlbaum), 279-294.

Wiesenfeld, B.M., Raghuram, S., & Garud, R. (1999). Managers in a virtual context: The experience of self-threat and its effects on virtual work organizations. In *Trends in Organizational Behavior*, ed. C.L. Cooper & D. Rousseau, 6, 31-34.

Raghuram, S. & Garud, R. (1996). Vicious and virtuous facets of workforce diversity. In *Selected Research on Workteam Diversity;* ed. Ruderman, M.N., Hughes-James, & Jackson, S.E. (Publisher: APA and Center for Creative Leadership), 155-178.

Arvey, R.D., Azevedo, R.E., Ostgaard, D.J. & Raghuram, S. (1996). The implications of a diverse labor market on human resource planning. In *Human Resource Strategies for Managing Diversity*, ed. Ellen E. Kossek and Sharon Lobel, 51-73.

Bird, A., Beechler, S. & Raghuram, S. (1993). Linking business strategy and human resource management practices in multinational corporations. *Advances in International and Comparative Management* (JAI), ed. Prasad and Peterson, 8, 199-216.

Works in progress

Raghuram, S., Hill, N.S., Maruping, L., & Gibbs, J. Virtual Work: Bridging Research Clusters. Proposal accepted *Academy of Management Annals*.

Garud, R., Quy H., Parmar, R. & Raghuram, S. Managing skill obsolescence in the age of big data.

Conference Proceedings

Raghuram, S., Wiesenfeld, B. & Garud, R. (2000). Adjustment to telecommuting: Role of self-efficacy and structuring behavior. *Best Paper Proceedings, Annual Academy of Management, Toronto* – Refereed Proceedings.

Bird, A., Beechler, S. & Raghuram, S. (1992). Links between business strategy and human resource practices in U.S. based Japanese subsidiaries: An empirical investigation. *Proceedings, Association of Japanese Business Studies Conference, Denver, 97-105.*

Chaired/ Organized sessions

Raghuram, S. & Hill, N.S. (2017). Co-chairs for Symposium - Virtual Work: Crossing Boundaries. *Annual Academy of Management Meeting, 2017,* Atlanta.

Raghuram, S. (2015). Distributed work: Why context matters? Panel Symposium Organizer and Chair, *Annual Academy of Management Meeting*, 2015, Vancouver.

Raghuram, S. (2014). Bridging the cultural divide of teaching and learning. Organizer and chair for a Professional Development Workshop at *IACMR* conference, June 2014, Beijing.

Raghuram, S. & Jepsen, D. (2013). Where in the World? A Guide to International Academic Sabbaticals. Organizer and Co-chair for a Professional Development Workshop, *Academy of Management Meeting*, August 2013, Orlando.

Raghuram, S., Larsen, H.H., & Sun, J. (2011). The perfect class: Teacher-student expectations across cultures. Organizer and Co-chair *PDW at the Academy of Management*, San Antonio, TX.

Raghuram, S. & Tuertcher, P. (2009). Co-chairs for symposium on Virtual Work: Paths taken and to be taken, *Academy of Management Conference, Chicago*, OB and OCIS divisions.

Raghuram, S, & Wiesenfeld, B. (2004) Co-chairs and organizers for symposium selected as All Academy Showcase Symposium on Creating Actionable Knowledge in a Virtual Work Context. *Academy of Management Conference, New Orleans.*

Raghuram, S. & Wiesenfeld, B. (1997). Co-chairs for symposium on Telework and Virtual Organizations. Annual *Academy of Management Conference,* Boston.

Raghuram, S. & Wiesenfeld, B. (1997). Co-chairs for symposium on Reconceptualizing Human Resource Management, *Annual Society for Industrial & Organizational Psychology* meeting, St. Louis.

Conference Presentations

Raghuram, S. (2017) A Guide to International Visiting and Sabbatical Positions – Symposium panel member, *Annual Academy of Management Meeting,* Atlanta.

Raghuram, S. & Gajendran, R. (2017). Human and Social Capital for Predicting Early Career Success. *Industry Studies Association*, Washington D.C.

Raghuram, S. (2016) A Guide to International Visiting and Sabbatical Positions – Symposium panel member, *Annual Academy of Management Meeting,* Los Angeles.

Gajendran, R. & Raghuram, S. (2016) LMX and Employee Performance in Teleworking Leader-Member Dyads, *Annual Meeting Work Family Research Network,* Washington DC.

Liu, H., & Raghuram, S. (2015) Psychological profiles and voluntary turnover: A person-centered approach. *Annual Academy of Management Meeting*, Vancouver.

Gajendran, R. & Raghuram, S. (2015) Leadership and member effectiveness in virtual organizations. *Annual Academy of Management Meeting*, Vancouver.

Alipour, K., Mohammed, S., & Raghuram, S. (2015) The Influence of Power Values Diversity on Team Performance. *SIOP Meeting*, Philadelphia.

Raghuram, S., Gajendran, R., & Liu, H. (2014). Leader member relations and post turnover attitudes of employees. *Annual Academy of Management Meetings*, Philadelphia, 2014.

Raghuram, S., Gajendran, R., & Zhang, Z. (2014). Impact of supervisory power on their telecommuting subordinates' performance in China. *International HRM conference*, Beijing, June 2014.

Raghuram, S. & Li, L. (2014). Employment outcomes when family makes career choices. Paper in Symposium titled Cross-national Work-Life Research accepted at *Work Family Research Network Annual Meeting*, June 2014, New York.

Gajendran, R. & Raghuram, S. (2013). Leader Member Remoteness and Job Performance. Symposium presentation (chosen as showcase symposium) at *Academy of Management Meeting*, August 2013, Orlando.

Raghuram S. & Liu, H. (2013). Can We Get You to Stay? Organization Identification Contagion and Employee Turnover. *Academy of Management Meeting*, August 2013, Orlando.

Raghuram S. & Liu, H. (2013). Effect of peer identification and job challenge on voluntary turnover. *European Academy of Management Meeting* in Istanbul, June, 2013.

Raghuram S. & Liu, H. (2013). Leader - member perception of organizational identification and member turnover presented at *Society for Industrial and Organizational Psychology*, 2013, Houston.

Raghuram S. (2012). Presentation in PDW on International Academic Careers at the *Academy of Management Meetings* in Boston, 2012.

Raghuram, S. (2011). Virtual work in China. *Industry Studies Association,* Pittsburgh.

Raghuram, S. (2010). Virtual Teams: A review and future directions. *Society for Industrial and Organizational Psychology*, Atlanta.

Raghuram, S. (2009). HRM practices in the IT sector of India. Annual *Sloan Industries Conference, Chicago*.

Raghuram, S. & Golden, T.D. (2008). Knowledge sharing among virtual workers. Annual *Academy of Management Meetings, Los Angeles.*

Raghuram, S. (2008). Cases on HRM practices in India. Annual *HRIR Teaching Conference, University of Minnesota.*

Raghuram, S. (2007). Symposium paper: Shifting identities of call agents. Annual *Academy of Management Conference, Philadelphia*

Raghuram, S. and Tuertcher, P. (2007). Mapping the field of virtual work. Annual *Academy of Management Conference, Philadelphia.* Won the best Visual presentation award.

Raghuram, S. (2007). Waltzing across identities. *European Group for Organization Studies (EGOS), Vienna.*

Raghuram, S. (2006). Mandatory vs. Voluntary Virtual Work – some empirical results. *European Group for Organization Studies (EGOS) Conference, Bergen*.

Raghuram, S. (2005). Formation of Organizational Commitment in a New Venture: A longitudinal analysis. Annual *Academy of Management Conference, Hawaii.*

Raghuram, S. (2005). Threats to Identity: Study of Call Center Employees. Paper presented at *European Group for Organization Studies Conference, Berlin*.

Raghuram, S. & Prasad, T.G.C. (2003). Human Resource Management as a Strategic Partner in Organizational Evolution. Presented at the *Southern Management Association Meeting*, Florida.

Raghuram, S. & Wiesenfeld, B. (2002). Stress and Work-family conflict among virtual workers. Presented at the *Annual Academy of Management Meetings, 2002, Denver.*

Raghuram, S., Wiesenfeld, B., & Garud, R. (2000). Adjustment to Telecommuting: Role of Self efficacy and structuring. Presented at *Annual Academy of Management Conference, Toronto.*

Wiesenfeld, B., Raghuram S., & Garud, R. (2000). Organizational Identification and Employees' Virtual Status. Presentation in a showcase symposium "Time Use, Flexibility, and Identity: Challenging Traditional Schedules and Career Structures in Organizations," in Annual *Academy of Management Conference, Toronto.*

Raghuram, S., Wiesenfeld, B., & Garud, R. (1999). Factors contributing to success of teleworkers. Presented at Annual *Academy of Management Conference, Chicago.*

Raghuram, S. (1999) Employment Flexibility in Europe and India. Presented at the *Conference Board* Conference on Work-Life Initiatives in a Global Context, New York.

Raghuram, S. (1998). Human resource practices as predictors of telework in Europe. Presented at Annual *Academy of Management Conference, San Diego.*

Wiesenfeld, B. & Raghuram S. (1998) Extra role behaviors of teleworkers. Presented at Annual *Academy of Management Conference, San Diego.*

Raghuram, S. (1998). Organizational identification among teleworkers: role of distance and personal autonomy. Presented at the Annual Meeting *Society for Industrial & Organizational Psychology*, *Dallas*.

Raghuram, S. (1998). Self-construal diversity and creativity in groups. Presented at the Annual Meeting *Society for Industrial & Organizational Psychology Dallas*.

Raghuram, S. & Wiesenfeld, B. (1997). Co-chair for symposium on Telework and Virtual Organizations, presented at the *Annual Academy of Management Meeting* in Boston, 1997.

Raghuram, S. & Wiesenfeld, B. (1997). Co-chair for symposium on Reconceptualizing Human Resource Management, presented at the *Society for Industrial & Organizational Psychology* annual meeting in St. Louis, April 1997.

Raghuram, S. Wiesenfeld, B., & Garud. R. (1996). Working from a distance. Presented at the Organization Management Theory Division, *Academy of Management Meeting, 1996.*

Raghuram, S. (1996). Flexible work forms - organized by *Danish Management Forum and Copenhagen Business School.*

Raghuram, S. Wiesenfeld, B., & Garud. R. (1996). Theoretical perspective on distributed work. Presented at the conference on *New Perspectives on Telework organized by Brunel University, United Kingdom.*

Raghuram, S. Wiesenfeld, B., & Garud. R. (1996). Distance and propinquity: A new way to conceptualize work. Presented at *Telecommuting '96 Conference, Florida.*

Raghuram, S. (1995). Working from a Distance. Presented at *Stockholm University symposium on Imaginary Organizations.*

Raghuram, S. (1995). Learning as a Teleworker. Presented at the *Academy of Management Meeting, Vancouver.*

Garud, R., Dunbar, R., & Raghuram, S. (1994). Deframing in Strategic Analysis. *Presented at the Academy of Management Meeting, Dallas.*

Raghuram, S. (1993). Post-training strategies to match trained skills and behaviors. *Presented at the Academy of Management Meeting, Atlanta.*

Raghuram, S. (1992). Linking staffing and training practices with business strategy. *Presented at the Academy of Management Meeting, Las Vegas.*

Raghuram, S. (1992). Linking training practices with business strategy to gain organizational support. *Presented at the Academy of Management Meeting, Las Vegas.*

Bird, A., Beechler, S. & Raghuram, S. (1992). Linking business strategy and human resource management practices in multinational corporations: A theoretical framework. *Presented at Academy of Management Meeting, Las Vegas.*

Bird, A., Beechler, S. & Raghuram, S. (1991). Linking business strategy and human resource management. *Presented at the Academy of Management Meeting, Miami.*

TEACHING

Graduate and undergraduate (Pennsylvania State University)

- Graduate: Human Resource Management Seminar (business strategy and HRM, downsizing, performance management, selection and assessment, compensation); Research Methods (survey construction, data analysis, report preparation).
- Undergraduate: Staffing and Training, Current Issues in HRM.
- Travel embedded (undergrad and grad): HRM in China (in collaboration with Nanjing University), HRM in Sweden (in collaboration with Jonkoping University), HRM in hi-tech firms (travel to Silicon Valley firms).

Graduate and undergraduate (Fordham University)

- Graduate: Human Resource Management, Principles of Management (included significant components of OB)
- Undergraduate: Staffing and Training, Principles of Management, International HRM
- Executive: Global Leadership

Case development:

Teaching case: Management of Human Assets at Infosys (2001), available through European Case Clearing House.

ADMINISTRATIVE POSITIONS AT PENN STATE

2017- Director of Undergraduate Studies for the School – representing School for all undergraduate issues.
2016- Chair of committee revising undergraduate curriculum.

PROFESSIONAL ACTIVITIES

2017—Editorial Board: Journal of Vocational Behavior.
2011-2014: Member of Executive Committee, HR Division of Academy of Management: Awards and Junior Faculty Consortium.

2014: Organizing committee HR Division/ AOM Human Resource International Conference, Beijing.
2013-2016: Guest editor, International Journal of Human Resource Management, Special Issue: A Global Perspective on Diversity and Inclusion in Work Organizations
2013-2016: Editorial Advisory Board member for South Asian Journal of HRM (Sage)
2008-2010: HR Ambassador, HR Division, Academy of Management
2005-2009: Area Editor (HRM/OB): Journal of Asia Business Studies
Member: Academy of Management and SIOP.
Ad hoc Reviewer: Personnel Psychology, Journal of Management, IEEE Transactions, Academy of Management, Human Resource Management Review, Organization Science, Academy of Management Journal, National Science Foundation.

GUEST LECTURES/WORKSHOPS:

- University of Bologna, Italy (2017)
- VU, Vrije Universiteit, Amsterdam, Netherlands (2016).
- Nanjing Business School, Nanjing, China, (2013 and 2015).
- Indian Institute of Technology, Delhi, India (2011)
- Management Development Institute, Delhi, India (2010).
- MindTree Consulting, India (2002; 2006).
- Copenhagen Business School, Denmark (1996, 2003, 2008).
- Indian School of Business, Hyderabad, India, (2002).
- Ecole de Management, ESC Grenoble, France (2000).

IN THE PRESS

2016: *Harvard Business Review,* Employees leave good bosses nearly as often as bad ones, https://hbr.org/2016/03/employees-leave-good-bosses-nearly-as-often-as-bad-ones
2012: Subroto Bagchi, *The Professional Companion: How to make the best of your workplace skills (*Penguin Books, India)
2012: T.G.C. Prasad, *Unusual people do things differently* (Penguin Books, India) ch 21.
2010: *Fortune Magazine*, How to make telecommuting work*,* Dec 23, 2010, Interview.
2008: Subroto Bagchi, *High Performance Entrepreneur* (Penguin Books, India) p. 136.
Penn State, College of *Liberal Arts Magazine*: Interview on Outsourcing
2005: *New York Times*, March 17, 2004, U.S. Professors Rush to India to Study Rush of U.S. Jobs There, Interview.
2003: *Economic Times*, India, September 12, 2003. Interview.
2001: C. Froggatt, 2001 *Work Naked: Eight Essential Principles for Peak Performance in the Virtual Workplace* (Wiley, 2001); Quoted as expert on telework.

INDUSTRY EXPERIENCE

NCR Corporation
Infosys
MindTree Consulting
Kean Worldzen
Asian Center for Organization Research and Development, India.
Hindustan Computers Ltd, India.