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# Walter Davis, Ph.D.

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## Faculty Director of the MBA Program Associate Professor of Management

### Academic Background

Ph.D. Georgia Institute of Technology, Atlanta, GA, Management, 1998

M.B.A. University of Oklahoma, Norman, OK, Management, 1992

B.A. University of Oklahoma, Norman, OK, Psychology, 1990

### Academic Experience

Faculty Director of the MBA Programs, University of Mississippi (July, 2016 - Present), University, Mississippi.

Associate Professor of Management, University of Mississippi (July, 2006 - Present), University, Mississippi.

Chair, Department of Management, University of Mississippi (August, 2006 - May, 2009), University, Mississippi.

Assistant Professor of Management, University of Mississippi, School of Business Administration (2000 - June, 2006), University, Mississippi.

Visiting Assistant Professor, Purdue University, Krannert Graduate School of Management (1999 - 2000), Unknown, Unknown.

Project Manager, Center for Quality and Change Leadership, Georgia Institute of Technology (1998 - 1999), Atlanta, Georgia.

Instructor, Dupree College of Management, Georgia Institute of Technology (1998 - 1999), Unknown, Georgia.

Instructor, School of Professional Programs, Shorter College, (1995 - 1998), Marietta, Georgia.

Graduate Research Assistant, DuPree College of Management, Georgia Institute of Technology (1992 - 1998), Unknown, Georgia.

### Refereed Articles

Evans, R. & Davis, W. D. (2015). High Performance Work Systems as an Initiator of Employee Proactivity and Flexible Work Practices. *Organization Management Journal*, 12, 64-74.

Jones, L., Davis, W., & Thomas, C. (2015). Is Competition Engaging? Examining the Interactive Effects of Goal Orientation and Competitive Work Environment on Engagement. *Human Resource Management*.

Clayton, R., Davis, W. D., Thomas, C., Novicevic, M., & Ammeter, A. (2015). Realistic Recruitment as a Protective Antecedent of Work Interference with Family. *Journal of Applied Management and Entrepreneurship*.

Evans, W. R. & Davis, W. D. (2014). Corporate Citizenship and the Employee: An Organizational

Identification Perspective. *Human Performance*.

Davis, W., Dibrell, C., Craig, J., & Green, J. (2013). The effects of goal orientation and client feedback on adaptive behaviors of family enterprise advisors. *Family Business Review*.

Evans, W. R. & Davis, W. D. (2011). An examination of perceived corporate citizenship, job applicant attraction, and CSR work role definition. *Business and Society*, 50, 456-480.

Evans, W. R., Davis, W. D., & Frink, D. (2011). An Examination of Employee Reactions to Perceived Corporate Citizenship. *Journal of Applied Social Psychology*, 41, 938-964.

Evans, R., Goodman, J., & Davis, W. (2011). The Impact of Perceived Corporate Citizenship on Organizational Cynicism, OCB, and Employee Deviance. *Human Performance*, 24, 79-97.

Wilkerson, J., Evans, W., & Davis, W. (2008). A test of coworkers' influence on organizational cynicism, badmouthing, and organizational citizenship behavior. *Journal of Applied Social Psychology*.

Robinson, R., Davis, W., Franklin, G., & Stowell, N. (2007). The demise of the slap in the face standard test: A profound change in assessing pretext or merely a matter of semantics? *Journal of Individual Employment Rights*, 12, 237-245.

Evans, R., Novicevic, M., & Davis, W. (2007). Resource based foundations of strategic human resource management: A review and extension. *International Journal of Learning and Intellectual Capital*.

Davis, W., Mero, N., & Goodman, J. (2007). The interactive effects of goal orientation and accountability on task performance. *Human Performance*.

Novicevic, M., Davis, W., Dorn, F., Buckley, M., & Brown, J. (2005). Barnard on conflicts of responsibility: Implications for today's perspectives on transformational and authentic leadership. *Management Decision*, 43, 1396-1409.

Evans, R. & Davis, W. (2005). High-performance work systems and organizational performance: The mediating role of internal social structure. *Journal of Management*, 31 (5), 758-775.

Renn, R., Allen, D., Fedor, D., & Davis, W. (2005). The roles of personality and self-defeating behaviors in self-management failure. *Journal of Management*, 31 (5), 659-679.

Davis, W., Carson, C., Ammeter, A., & Treadway, D. (2005). The interactive effects of goal orientation and feedback specificity on task performance. *Human Performance*, 18 (4), 409-426.

Robinson, R., Franklin, G., & Davis, W. (2004). Supreme court to review sexual harassment proofs: Implications for employers. *Business Horizons* (24), 3-5.

Davis, W., Carson, C., & Robinson, R. (2004). Employment decisions in self-directed work teams: A regulatory compliance perspective. *Employee Responsibilities and Rights Journal* (16), 179-194.

Davis, W. & Gardner, W. (2004). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. *The Leadership Quarterly* (15), 439-465.

Robinson, R., Franklin, G., & Davis, W. (2004). The slap in the face standard and employer pretext: Placing limits on court evaluation of employee qualifications. *Journal of Individual Employment Rights*.

Herold, D., Davis, W., Fedor, D., & Parsons, C. (2002). Dispositional influences on transfer of learning in multi-stage training programs. *Personnel Psychology* (55), 851-869.

Fedor, D., Davis, W., Maslyn, J., & Mathieson, K. (2001). Performance improvement efforts in response to negative feedback: The roles of source power and recipient self-esteem. *Journal of Management* (27), 79-97.

Davis, W., Fedor, D., Parsons, C., & Herold, D. (2000). The development of self-efficacy during aviation training. *Journal of Organizational Behavior* (21), 857-871.

Fedor, D., Bettenhausen, K., & Davis, W. (1999). Peer reviews: Employees' dual roles as raters and recipients. *Group and Organization Management* (24), 92-120.

Herold, D., Davis, W., & Maslyn, J. (1998). An investigation of workplace AIDS training with implications for occupational health promotion efforts. *Journal of Occupational Health Psychology, 3*, 276-286.

Fedor, D., Buckley, M., & Davis, W. (1997). A model of the effects of realistic job previews. *International Journal of Management, 14*, 211-221.

## **Book**

Davis, W. & Fedor, D. (2002). *Human Resources Management: Perspective, Context, Functions, and Outcomes*. Upper Saddle River, NJ: Prentice Hall [C].

## **Book Chapters**

### **Refereed**

Robinson, R., Franklin, G., & Davis, W. (2004). Supreme Court to review sexual harassment proof: Implications for employers. *Business Horizons* (pp. 3-5).

## **Presentation of Refereed Papers**

### **International**

Dibrell, C., Gentry, R., Marshall, D., Palar, J., & Davis, W. (2016). *New director selection in family-influenced, lone founder, and regular publicly-traded firms: A resource dependency perspective*. European Academy of Management (EURAM), Paris, France.

Marshall, D., Davis, W., & Dibrell, C. (2016). *Work to Work Enrichment: Employee Innovation through Hybrid Entrepreneurship*. Academy of Management Annual Meeting, Anaheim, California.

Marshall, D., Davis, W., & Owen, J. (2014). *Not all created equal: A look at employment mode effects on employee attitudes*. Academy of Management Conference, Philadelphia, United States of America.

Jones, L., Davis, W., & Thomas, C. (2013). *Is competition engaging? Examining the interactive effects of competitive work environment and employee goal orientation on work engagement*. Academy of Management Conference, Orlando, Florida.

Davis, W., Koonce, J., Herold, D., Fedor, D., & Parsons, C. (1997). *Personality variables and simulator performance in the prediction of flight training performance*. International Symposium on Aviation Psychology, Columbus, Ohio.

### **National**

Swab, G. & Davis, W. (2017). *Leveling Employee Expectations: A Needed HR Practice in Mergers & Acquisitions*. Western Academy of Management, Palm Springs, California.

Jones, L., Thomas, C., & Davis, W. (2016). *The interactive effect of institutionalization of ethics and moral attentiveness on work engagement*. Southwest Academy of Management, Oklahoma City, Oklahoma.

Clayton, R., Davis, W. D., Thomas, C., Novicevic, M., & Ammeter, A. (2012). *Realistic Recruitment as a Protective Antecedent of Work Interference with Family*. Academy of Management, Boston, Massachusetts.

Jones, L. & Davis, W. D. (2012). *A model of the interactive effects of goal orientation and contextual variables on employee engagement*. Southern Management Association, Fort Lauderdale, Florida.

Davis, W., Evans, W., & Gilson, L. (2011). *Individual Proactivity and Social Capital as Enablers of Flexible Work Design*. Academy of Management Annual Meeting, San Antonio, Texas.

Evans, W. R., Davis, W. D., & Frink, D. (2008). *An examination of employee reactions to perceived corporate citizenship*. Southern Management Association Annual Meeting, St Petersburg, Florida.

- Davis, W., Evans, W., & Gilson, L. (2007, August). *The role of creativity in flexible organizational routines: Translating individual agency into organizational flexibility*. Academy of Management Meeting, Philadelphia, Pennsylvania.
- Evans, W. & Davis, W. (2007, August). *An examination of perceived corporate citizenship, job applicant attraction, and employee work roles*. Academy of Management Meeting, Philadelphia, Pennsylvania.
- Goodman, J., Evans, W., Frink, D., & Davis, W. (2007, April). *Doing the job I'm paid for and nothing more!* Society for Industrial and Organizational Psychology, New York, New York.
- Davis, W., Mero, N., & Goodman, J. (2004). *The interactive effects of goal orientation and accountability on performance*. Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Evans, R. & Davis, W. (2004). *High performance work systems: The role of social capital and organizational citizenship behavior*. Academy of Management Meeting, New Orleans, Louisiana.
- Novicevic, M., Davis, W., Dorn, F., & Buckley, M. (2004). *On authenticity of organizational leadership: Barnard's seminal insights*. Gallup Leadership Institute Summit, Omaha, Nebraska.
- Carson, C. & Davis, W. (2003). *Goal Orientation and Feedback: Performance, Task Interest, and Self-efficacy*. Society for Industrial and Organizational Psychology, Orlando, Florida.
- Davis, W. & Gardner, W. (2003). *Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective*. Academy of Management Meeting, Seattle, Washington.
- Wilkerson, J., Davis, W., & Love, M. (2003). *On employee cynicism and bad-mouthing: Links to organizational citizenship behavior and coworkers' influence*. Southern Management Association Annual Meeting, Clearwater, Florida.
- Fedor, D., Davis, W., Maslyn, J., & Mathieson, K. (1999). *Performance improvement efforts in response to negative feedback: The roles of source power and recipient self-esteem*. Academy of Management Meeting, Chicago, Illinois.
- Davis, W., Fedor, D., Parsons, C., & Herold, D. (1998). *A longitudinal field investigation of the development of self-efficacy during training*. Academy of Management Meeting, San Diego, California.
- Herold, D., Parsons, C., Fedor, D., & Davis, W. (1998). *Individual differences in feedback propensities and their relationship to training performance*. Academy of Management Meeting, San Diego, California.
- Davis, W., Parsons, C., & Herold, D. (1995). *Source, message, and recipient characteristics affecting feedback seeking and intentions to utilize sent feedback*. Southern Management Association Annual Meeting, Orlando, Florida.
- Herold, D., Maslyn, J., & Davis, W. (1995). *A typology of workplace AIDS education programs and differences among providers*. Academy of Management Meeting, Vancouver, British Columbia.
- Herold, D., Davis, W., & Maslyn, J. (1995). *The determinates of affective reactions to feedback-poor work environments*. Southern Management Association Annual Meeting, Orlando, Florida.
- Parsons, C., Herold, D., Fedor, D., Rensvold, R., Goodman, J., W. Davis (1994). *Development of an extended version of a measure of performance feedback propensities*. American Psychological Society Conference, Washington, District of Columbia.

## **Regional**

- Davis, W. & Mero, N. (2002). *Dispositional vs. situational goal orientation: Effects on self-efficacy and performance*. Military Personnel Research Science Workshop, Memphis, Tennessee.
- Davis, W. (2001). *The effects of goal orientation on performance and self-efficacy in various conditions of task complexity and feedback availability*. Military Personnel Research Science Workshop, Memphis, Tennessee.

## Research Grants

### Funded

2005: Walter , D. 'Individual, Dyadic and Organizational Factors Affecting Role-Making and Contextual Performance.' Project Description: A study is proposed to investigate the impact of individual, dyadic, and organizational factors on role-making and contextual performance, Principal Investigator, Hearin Foundation.

2004: Walter , D. Principal Investigator. Funded by the Hearin Foundation. "The effects of goal orientation and feedback environment on role innovation.' Funding: \$10,000. Status: Project and survey design in progress., Principal Investigator, Hearin Foundation.

2003: Walter , D. Principal Investigator. Funded by the Hearin Foundation. "Self-management as a function of situational, supervisory, and individual difference variables.' Funding: \$10,000. Status: Data collected. Data analysis in progress., Principal Investigator, Hearin Foundation.

2001: Davis, W. Dispositional vs. situational goal orientation: Effects on self-efficacy and performance, Principal Investigator, Office of Naval Research. Graduate students supported: 2 Status: Paper presented at the 2004 Society for Industrial Organizational Psychology (SIOP) annual meetings. Paper in preparation for journal submission.

2000: Davis, W. The effects of goal orientation on performance and self-efficacy in various conditions of task complexity and feedback availability., Principal Investigator, Office of Naval Research. Graduate students supported: 3 Paper presented at 2003 Society for Industrial Organizational Psychology (SIOP) annual meetings. Revision Requested from Human Performance.

## Other Research Activities

### Other

1999: , , . Center for Quality and Change Leadership, Georgia Institute of Technology June, 1998 - June, 1999. Project Title: Organizational Learning and Knowledge Management Practices for Improving Business Processes. Funded by the National Science Foundation. Principal Investigator: Soumen Ghosh Objectives: To investigate (1) the adoption of knowledge management practices, (2) organizational factors which enable effective knowledge management, and (3) the impact of various knowledge management practices on business process capabilities and business performance. Activities: Interview knowledge management officers at corporate partner sites; Conduct quantitative data collection by surveying organizations; Disseminate findings via project reports to corporate partners and the National Science Foundation, and articles in management journals.

## Service to the University

### Department Assignments

#### **Chair:**

2007-2008: Search Committee: Search Committee - Tenure track Mgmt. position

2006-2007: Search Committee: Search Committee - Entrepreneurship faculty position

2004-2005: Department of Management, Search Committee for Assistant Professor of Management (Southaven Campus): University of Mississippi, School of Business Administration

2002-2003 – 2004-2005: Department of Management, Curriculum Development Committee: University of Mississippi, School of Business Administration

2002-2003: Department of Management, Search Committee for Assistant Professor of Management

Position: University of Mississippi, School of Business Administration

**Coordinator:**

2008-2009 – 2011-2012: Management Department Research Colloquium Coordinator

2007-2008 – 2008-2009: HR Advisory Board: HR Advisory Board

**Faculty Advisor:**

2005-2006: Faculty Advisor: Society for Human Resource Management Student Chapter

2003-2004 – 2004-2005: Department of Management, Society for HR Management: University of Mississippi, School of Business Administration

**Member:**

2006-2007: Search Committee: Search Committee - Business Communication faculty position

2003-2004 – 2004-2005: Department of Management, Search Committee for Assistant Professor of Management Position: University of Mississippi, School of Business Administration

**College Assignments**

**Faculty Advisor:**

2007-2008: Student Organization: Ole Miss Entrepreneurs Student Organization

**Chair:**

2008-2009 – 2010-2011: Laura Williams Dissertation

2002-2003: Department of Management, Search Committee for Assistant Professor of Business Administration: University of Mississippi, School of Business Administration

**Member:**

2009-2010 – 2010-2011: PhD Committee

2008-2009 – 2010-2011: School of Business Assurance of Learning Committee

2008-2009 – 2010-2011: School of Business Scholarship Committee

2008-2009 – 2009-2010: Phillip Tew Dissertation

2008-2009 – 2009-2010: Kaushik Ghosh dissertation

2008-2009: Minu Kumar Dissertation

2006-2007 – 2008-2009: The Executive Committee of the School of Business Administration: The Executive Committee of the School of Business Administration

2007-2008: Allison Duke Dissertation

2003-2004 – 2005-2006: School of Business Administration, Undergraduate Curriculum Task Force: The University of Mississippi

**University Assignments**

**Coordinator:**

2003-2004: Joint University of Mississippi/University of Memphis Management Research Colloquium

**Member:**

2011-2012: University Faculty Achievement Award Selection Committee

2009-2010 – 2010-2011: University Assessment Committee

2009-2010: University Assessment Committee

2007-2008 – 2008-2009: UM Competes Taskforce: University Research Competitiveness Taskforce

2007-2008: University Hiring Background Search Advisory Committee: University Hiring Background Search Advisory Committee

2004-2005 – 2005-2006: Faculty Senate Elections Committee: University of Mississippi Faculty Senate

2004-2005 – 2005-2006: Faculty Senate Representative: University of Mississippi Faculty Senate

**Dissertation Assignments****Chair:**

2009-2010 – 2010-2011: Russell Clayton Dissertation

2005-2006: Randy Evans: Individual decision making related to issues of corporate responsibility

2004-2005: Charles Carson: "The role of individual goal orientation and supervisory orientation in workplace absenteeism.'

**Member:**

2007-2008 – 2008-2009: Jacob Breland Dissertation: The role of political skill and political climate in recruiter and applicant assessments of fit: Integration of political skill into the interviewing context

2005-2006: Michael Kitchens: Emotional and social consequences of reappraising social exclusion

2005-2006: Joanna Phillips: Relational program effectiveness: The impact of reward type and policy structure on customer commitment and relational worth

2005-2006: Joseph Goodman: The effect of perceptions of accountability on the formal mentoring process

2005-2006: JoAnn Brown: The effects of leader's exemplification and authentic leadership on emulation attempts by followers: Test of a mediated model

**University of Mississippi****Department Assignments****Chair:**

2015-2016 – 2017-2018: David Marshall

2016-2017: Search Committee - Organizational Behavior

2014-2015: Doctoral Dissertation - Logan Jones

2013-2014: Logan Jones

**Coordinator:**

2008-2009 – 2013-2014: Management Department SACS Assessment of Learning Coordinator

2006-2007 – 2013-2014: Management Department Doctoral Program Coordinator

**Member:**

2015-2016: Search Committee - Strategy  
2014-2015: Search Committee - Entrepreneurship  
2014-2015: Search Committee - Organizational Behavior  
2013-2014: Entrepreneurship Committee

**College Assignments****Chair:**

2016-2017: MBA Committee  
2008-2009: Asst/Assoc Professor of Management Search I  
2007-2008: Management Faculty Search Committee II  
2006-2007: Visiting Clin Instructor of MGMT Search

**Director:**

2016-2017: MBA Programs

**Faculty Advisor:**

2014-2015 – 2015-2016: MBA Case Competition

**Member:**

2016-2017: Executive Committee  
2012-2013 – 2016-2017: Entrepreneurship  
2011-2012 – 2016-2017: Tenure and Promotion  
2010-2011 – 2016-2017: PhD Committee  
2009-2010 – 2016-2017: Scholarship Committee  
2009-2010 – 2016-2017: Assurance of Learning Committee  
2014-2015 – 2015-2016: MBA Committee  
2008-2009: Assurance of Learning  
2007-2008 – 2008-2009: Executive Committee  
2006-2007 – 2008-2009: PhD Committee  
2005-2006: B-Comm Search Committee  
2005-2006: Undergraduate Core Curriculum Task Force

**Organizer:**

2016-2017: Mid-South Management Research Consortium (MMRC)

**Program Representative:**

2013-2014: Center for Innovation and Entrepreneurship (CIE)

**Member:**



2016-2017 – 2017-2018: Dissertation - Serhat Yildiz  
2016-2017 – 2017-2018: Dissertation - Andres Diaz  
2012-2013 – 2014-2015: Dissertation Committee - Will Pepper  
2013-2014: PhD Committee  
2013-2014: Scholarship Committee  
2012-2013 – 2013-2014: Tenure & Promotion Committee

### **University Assignments**

#### **Member:**

2016-2017: Sabbatical Leave  
2016-2017: Graduate Council  
2009-2010 – 2015-2016: University Assessment Committee  
2014-2015: Doctoral Dissertation - Coulter Ward  
2013-2014: University of Assessment Committee  
2012-2013: Course Forgiveness Policy Task Force

### **Service to the Profession**

#### **Academic Conference: Discussant**

2010: Southern Management Association.  
2005: Southern Management Association. Session: Starting to Work: Job Seeking, Recruitment and Early Career Interactions  
2005: Southern Management Association. Session: Prosocial Behavior and Enacted Versus Espoused Values in Organizations

#### **Academic Conference: Moderator / Facilitator**

2014: Academy of Management Annual Meeting, Philadelphia, Pennsylvania.  
Chair of Session: "Helping at Work: Insights into Employee Relationships and their Impact on Beneficial Work Outcomes"  
2014: Academy of Management Annual Meeting, Philadelphia, Pennsylvania. Chair of session entitled: "Employee Socialization"  
2012: Academy of Management, Boston, United States of America.  
2007: Academy of Management Annual Meeting, Philadelphia, Pennsylvania. Emotions in the Workplace  
2005: Southern Management Association. Session: Organizational Justice: Antecedents, Outcomes and the Role of Centralization

#### **Board Member: PRJ Editorial Review Board**

2014 – 2017: Journal of Business Research.  
2014 – 2016: Group and Organization Management.  
2007 – 2013: International Journal of Leadership Studies.

2003 – 2008: Journal of Management.  
2006 – 2007: International Journal of Leadership Studies.  
2005 – 2006: International Journal of Leadership Studies.  
2005: International Journal of Leadership Studies.  
2004 – 2005: International Journal of Leadership Studies.

**Chair: Committee / Task Force**

2004: Academy of Management Annual Meeting. Interactive Paper Session Topic: Incentives and Rewards in Organizations

**Chair: Conference / Track / Program**

2004: Southern Management Association . Session Chair: 'Organizational Citizenship Behaviors'

**Reviewer - Article / Manuscript**

2010 – 2014: Academy of Management Conference.  
2005 – 2010: Southern Management Association.

**Editor: Special Issue of a PRJ**

2017: Group and Organization Management.

**Member: Committee/Task Force**

2012 – 2014: Southern Management Association. Annual Hunt Service Award Committee  
2005: Southern Management Association. Best Doctoral Student Paper Award Committee  
2003: Southern Management Association Annual Meeting. Session Topic: Teams in Organizations

**Reviewer: Ad Hoc Reviewer for a Journal**

2012: Group and Organization Management.  
2012: Journal of Managerial Issues.  
2012: Business & Society.  
2005: Journal of Management Studies.  
2004: Journal of Business Research.  
2004: Journal of Managerial Issues.  
2003: Group and Organization Management.  
2003: Human Resource Management Journal.

**Reviewer: Conference Paper**

1999 – 2007: Academy of Management Annual Meeting.  
2004: Southern Management Association Annual Meeting.

**Service to the Community**

**Other Community Service Activities**

2005: Oxford School District, Analysis of Performance Appraisal System Developed Performance Appraisal Manual

2004: Oxford School District, Conducted Pay Survey and Compensation Analysis

## **Memberships**

Academy of Management

Society of Human Resource Management

Southern Management Association

## **Certifications**

Senior Professional in Human Resource Management,