

# ***CURRICULUM VITA of Dale J. Dwyer, Ph.D.***

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## *Education*

### Doctor of Philosophy in Business Administration

Received May 1989

***University of Nebraska-Lincoln***

Major Area: Organizational Behavior

Minor Areas:

Personnel and Labor Relations

Organizational Theory

Organizational Communication

Statistical Research Methods

### Master of Arts

Received August 1985

***University of Cincinnati***

Major Area: Organizational Communication

### Bachelor of Arts with High Honors in Speech and Communication

Received June 1984

***University of Cincinnati***

Major Area: Communication Arts

## **Academic Work Experience**

***University of Toledo***, Department of Management, Professor of Management

- Awarded the first University of Toledo "***Student Impact Award***," 2011
- Chair, Department of Management, 1999-2009
- Promoted to Professor of Management, May 2001
- Awarded the "***University Outstanding Teaching Award***," 1995
- Promoted to Associate Professor of Management, May 1994
- Member, Graduate faculty, 1990-present
- Joined the faculty as Assistant Professor of Management, September 1989

Courses Taught for University of Toledo (1989-present)

**Human Resource Information Systems (HURM 4800 and HURM 6800), Executive Communication Essentials (BUAD 2030), Management Concepts (MGMT 3030), Organizational Dynamics (MGMT 308), Human Resource Management (HURM 3220 and HURM 6700), Planning, Selection & Recruitment (HURM 4660), Compensation (HURM 4650), Leadership Skills and Competencies (MGMT 4780), Total Quality Management (EMBA 6330), Leading Organizational Improvement (MGMT 4210), Training and Evaluation (HURM 4710), Performance Management (MGMT 4250 and HURM 6730), The Individual and the Organization (MGMT 6170), Results-Based Management (BUAD 6400)—** UT Main campus and PSG Institute of Management, Coimbatore, India, **Leading Systems Change (EDAS 8640), Recruitment and Retention (HURM 6760), Research Methods and Design (ISOM 889), Organizational Behavior and Design (MGMT 882)**

*Teaching Innovations and Student Development Activities (Selected Examples)*

- Developed new course, “Human Resource Information Systems,” for both undergraduate and graduate-level students, 2018.
- With Dr. Ellen Pullins redesigned “Leadership Survival Skills” to focus more on professional writing and oral presentation skills, 2013. Renamed “Executive Communication Essentials,” 2014.
- Developed completely on-line distance learning course in undergraduate core BUAD 3030 “Management Processes,” 2013.
- Developed complete course in Human Resource Strategy Capstone at the graduate level for the national *Society for Human Resource Management*, 2012.
- Have taught three courses in the Judith Herb College of Education in “Leadership Development,” “Leading Systems Change, and “Education Specialist and Master’s Projects” in 2008, 2011, 2013, 2015.
- Developed COBA’s first completely on-line distance learning courses in Undergraduate and Graduate Human Resource Management, 2009.
- With Leadership colleagues, developed four-course M.B.A. specialization in Leadership: “Leading Through Ethical Decision Making,” “Leading and Developing Yourself,” “Leading With Power and Influence,” and “Leading Change and Organizational Improvement,” Fall 2008.
- Developed new courses in “Performance Management” at UG and G levels that launched in 2007. Course involves action learning with student team projects in real organizations.
- Developed and garnered approval for new undergraduate major in Organizational Development and Management that launched in Fall 2000, as well as the updated version, now called “Organizational Leadership and Management,” that launched in Fall 2006 and was updated Fall 2019.
- Developed with Dr. Larry Fink and Dr. Robert Sullivan an M.B.A. specialization in Human Resources, 2002.
- Developed new course in “Leadership Skills and Competencies” (1997) with a focus on the introspection and development of leadership competencies and ethical orientation for new leaders. Course incorporates original videos, exercises, written discussion and dialogue, and Hartwick Leadership Cases into the curriculum. The final project, a Leadership Development Plan, provides a set sequence of behavioral change events to help the student achieve mastery of certain competencies and characteristics.
- Developed course in "Training and Evaluation" (1997) for the Human Resource Management major that involves having students both prepare and deliver a 30-minute training segment on a human resource topic. The evaluation of each of those segments was done by at least two professional trainers, as well as by that day’s trainees and the instructor.
- Developed new course in “Planning, Selection & Recruitment” (1992) for the Human Resource Management major that involves student creation of a legally defensible selection and targeted recruitment plan. Course also requires extensive use of EXCEL to analyze and cost out human resource problems and solutions.
- Acted as Human Resource Management major advisor for approximately 50 majors from 1992-present.
- Have served on sixteen Ph.D. dissertation committees and chaired four (Tim Stansfield, Aga Waronska, Zachary Leffakis, Ki-Hyun Park).
- Take HR students to monthly professional meeting of the Toledo Area Human Resource Association, annual Ohio state conference of the Society for Human Resource Management, as well as the preparation for “*HR Games*” state and regional competitions and SHRM *HR Case Competition*.

## Professional Development and Scholarly Achievement

### Current Memberships on Editorial and Review Panels

- Ad Hoc Reviewer for *Academy of Management Journal*
- Ad Hoc Reviewer for *Journal of Managerial Psychology*
- Ad Hoc Reviewer for *Journal of Leadership and Organizational Studies*
- Ad Hoc Reviewer for *American Journal of Business*
- Annual reviewer for National and Midwest Academy of Management conferences

### Books

*Managing in a 21<sup>st</sup> Century Organization*. D.J. Dwyer. March 2019, Dubuque, IA: Kendall Hunt Publishing. ISBN: 978-1524965884. <http://he.kendallhunt.com/product/managing-21st-century-organization>

*Needy People: Working Successfully with Control Freaks and Approval-holics*. D.J. Dwyer. November 2017, KDP Publishing. ISBN: 978-1973264538. Finalist in the 2018 American Bookfest Award for Best Business (Management and Leadership) category.

*Got a Solution? HR Approaches to 5 Common and Persistent Business Problems*. D.J. Dwyer and S.A. Caldwell. Alexandria, VA: The Society for Human Resource Management, June 2014, ISBN: 978-1-586-44366-5.

*Got a Minute? The 9 Lessons Every HR Professional Must Learn*. D. J. Dwyer and S. A. Caldwell. Alexandria, VA: The Society for Human Resource Management, October 2010, ISBN: 978-1586441982. "Best Selling SHRM-published Book in 2012," and in their "Top 10 Best-sellers" for 2011, 2012, 2013, and 2014.

### Journal Articles

The Effects of High Performance Work Systems on Operational Performance in Mass Customisation Environments. Z.Leffakis and D.J. Dwyer (2013). *Production Planning and Control*, DOI: 10.1080/09537287.2013.807951.

Should I Pursue HR Certification? Motivations and Benefits for Attaining HR Certifications. S. W. Lester and D.J. Dwyer. *Career Development International*, Volume 17, Issue 7, 2012, 584-605.

The Role of Social Cognition in Downsizing Decisions. D.J. Dwyer and M.N. Arbelo, *Journal of Managerial Psychology, Special Issue: Applied Psychology's Contribution to Society*, Volume 27, Issue 4, 2012, 178-192.

Do Business Leaders Value HR Certification? S.W. Lester, J. Fertig, and D.J. Dwyer. *Journal of Leadership and Organization Studies*, August 2011, 18, 408-41.

Social Worker Hope and Perceived Burnout: The Effects of Age, Years in Practice, and Setting. R.H. Schwartz, M. Tiarniyu, and D.J. Dwyer. *Administration in Social Work*, 31, 4, 2007, 103-119.

The Relationships Between Job Demands and Key Performance Indicators: Moderating Effects of Job Resources in Call Centers. D.J. Dwyer and M.L. Fox. *Journal of Business and Management*, Vol. 12, 2, 2006, 127-145.

*Where Will the Next Jobs Be? A Study of the Changing Context of Occupations in Northwest Ohio, 2000-2005.* Technical Report for the Toledo Regional Growth Partnership, June 2002.

*Strategizing for HR.* Interview with *HR Magazine*, February 2001, Vol. 46, No. 2, 92-98.

Explaining Employee Health Care Costs: A Prospective Examination of Stressful Job Demands, Personal Control, and Physiological Reactivity. D.C. Ganster, M.L. Fox, and D.J. Dwyer. *Journal of Applied Psychology*, 86, 5, 2001, 954-964.

Reducing Stress by Increasing Control. M.L. Fox. & D.J. Dwyer. *Clinical Leadership & Management Review*, May/June, 14, 3, 2000, 114-117.

The Moderating Role of Hostility in the Relationship Between Job Characteristics and Health. D. J. Dwyer and M.L. Fox. *Academy of Management Journal*, 43, 6, 2000, 1086-1096.

Faculty Internships in Family Business. G. Filbeck, D. Skutch, and D.J. Dwyer. *MidAmerican Business Journal*, 14, 2, Fall 1999, 47-55.

An Investigation of the Effects of Time and Involvement in the Relationship Between Stressors and Work-Family Conflict. M.L. Fox and D.J. Dwyer. *Journal of Health Psychology*, 4, 2, 1999, 164-174.

Barriers and Gateways to Workforce Productivity. C. O. Longenecker, D.J. Dwyer, and T. C. Stansfield. *Industrial Management*, March-April, 1998, 21-28.

Downsizing, Corporate Performance, and Shareholder Wealth. D. R. Franz, D. Crawford, and D.J. Dwyer. *MidAmerican Business Journal*, 13, 1, Spring 1998, 11-20.

The Human Side of Manufacturing Improvement: A Study of Productivity Through People. C.O. Longenecker, T.C. Stansfield, and D. J. Dwyer. *Business Horizons*, 40, 2, March/April, 1997, 7-17.

Stressful Job Demands and Worker Health: An Investigation of the Effects of Self-Monitoring. M.L. Fox and D.J. Dwyer. *Journal of Applied Social Psychology*, 1995, 25, 1973-1995.

A Path Analytic Study of Determinants of Information Systems Usage. G. Torkzadeh and D.J. Dwyer. *Omega*, 1995, 22, 4, 289-297.

The Effects of Understaffing on Individual and Group Performance in Professional and Trade Occupations. D.C. Ganster and D.J. Dwyer. *Journal of Management*, 1995, 21, 2, 175-190.

Effects of Stressful Job Demands and Control on Physiological and Attitudinal Outcomes in a Hospital Setting. M.L. Fox, D.J. Dwyer, and D.C. Ganster. *Academy of Management Journal*, 1993, 36, 2, 289-318.

Decision-making Autonomy in Nursing. D.J. Dwyer, R. Schwartz and M.L. Fox. *Journal of Nursing Administration*, 1992, 22, 2, 17-23.

The Effects of Job Demands and Control on Employee Attendance and Satisfaction. D.J. Dwyer and D.C. Ganster. *Journal of Organizational Behavior*, 1991, 12, 4, 55-68

Don't "Just Say No" to Drug Testing in the Workplace: Some Recommendations for Developing and Implementing Policy. D.J. Dwyer. *The Employee Responsibilities and Rights Journal*, 1989, 2, 4, 275-287.

#### Presentations at Scholarly Meetings and Subsequent Proceedings Publications

To Pursue or Not to Pursue HR Certification: Identifying Reasons, Expectations, and Benefits for the PHR and SPHR, S. W. Lester and D.J. Dwyer. Presented at the Academy of Management national meeting, August 2012, Boston, Massachusetts.

Flexible and Redundant Supply Chain Practices to Build Strategic Supply Chain Resilience: Empirical Study. K. Park, D.J. Dwyer, S. Modi, P. Hong, and H. Min. Received *Best Paper Award*. Presented at North American Research Symposium, March 2012, at the Hilton Phoenix/Chandler.

The Effects of High Performance Work Systems on Performance in Mass Customization Systems. Z.Leffakis and D.J. Dwyer. Presented at the national Academy of Management meeting, August 2010, Montreal, Canada.

The Relationships Among Work Stressors and Key Performance Indicators: A Test of the Moderating Effects of Control and Customer Service Training in Call Centers. M.L. Fox and D.J. Dwyer. Presented at the annual meeting of the Midwest Academy of Management, April 2004, Minneapolis, MN.

An Examination of the Moderating Effects of Social Support and Personal Control on the Relationship between Shift Work and Health. D.J. Dwyer and M.L. Fox. Presented at the annual meeting of the national Decision Sciences Institute, November, 1999, New Orleans, LA.

Faculty Internships in Family Business. G. Filbeck, D. Skutch, and D.J. Dwyer. Presented at the annual meeting of the U.S. Association for Small Business and Entrepreneurship, January, 1999, San Diego, CA.

The Moderating Role of the Type A Behavior Pattern in the Relationship Between Job Characteristics and Health. D. J. Dwyer and M.L. Fox. Presented at the annual meeting of the national Decision Sciences Institute, November, 1996, Orlando, FL.

A Prospective Study of Karasek's Job Demands-Job Decision Latitude Model in Predicting Employee Health and Well-being. D.J. Dwyer, M.L. Fox, and D.C. Ganster. Presented at the 56<sup>th</sup> meeting of the Academy of Management, August, 1996, Cincinnati, OH.

Employee Control, Stress and Health: A Longitudinal Test of the Job Demands-Job Decision Latitude Model. M.L. Fox and D.J. Dwyer. Published in the Proceedings of the annual meeting of the national Decision Sciences Institute, 1994.

A Path Analytic Study of Determinants of Information Systems Usage. G. Torkzadeh and D.J. Dwyer. Published in the Proceedings of the annual meeting of the national Decision Sciences Institute, 1994.

Assessment of Work and Nonwork Demands on Psychological and Physiological Health: A Test of the Spillover Model. D.J. Dwyer, M.L. Fox, and D.C. Ganster. Published in the Proceedings of the 36th annual meeting of the Midwest division of the Academy of Management, 1993.

Stress and Control Among Nurses: Effects on Physiological Outcomes. M.L. Fox, D.J. Dwyer, and D.C. Ganster. Published in Best Paper Proceedings of the 51st meeting of the national Academy of Management, 1991.

The Role of Self-monitoring in the Stressor-Strain Relationship. M.L. Fox and D.J. Dwyer. Published in the Proceedings of the 34th meeting of the Midwest Academy of Management, 1991.

The Effects of Understaffing on Employee Motivation and Group Performance. D.C. Ganster and D.J. Dwyer. Published in the Proceedings of the 29th meeting of the southern Academy of Management, 1988.

Verbal and Nonverbal Antecedents to Employee Turnover: Two Studies. V.S. DiSalvo, D.J. Dwyer, and C. Monroe. Published in the Proceedings of the 53rd meeting of the International Communication Association, 1988.

A Question of Questions: A Discourse Analysis of Leader-Follower Transactions. D.J. Dwyer. Published in the Proceedings of the 31st meeting of the Midwest Academy of Management, 1988.

A Meta-analytic Evaluation of Tardiness and Absence as Psychological Withdrawal. D.J. Dwyer. Published in the Proceedings of the 30th meeting of the Midwest Academy of Management, 1987. Winner of "Best Graduate Student Paper"

Anticipatory Socialization of Future Female Managers: The Role of Business Schools. D.J. Dwyer and C.L. Hutchison. Published in the Proceedings of the 17th meeting of the Midwest Decision Sciences Institute, 1986.

#### Grants Submitted and Grants Funded

*An Investigation of the Effects of Time and Involvement in the Work-Nonwork Relationship.* Funded 1997 summer grant in the amount of \$7,400 from the University Research fund (URAFP). Also submitted to the Alfred P. Sloan Foundation, January, 1997. Proposal was not funded.

*The Moderating Role of Hostility in the Relationship Between Job Characteristics and Health.* Funded 1996 summer grant in the amount of \$7,000 from the University Research fund (URAFP) and the Management Department Challenge Grant fund.

*A Longitudinal Study of Work Stress and Health.* Submitted to National Institute of Occupational Safety and Health (NIOSH), March 1996. Funding of \$150,000 requested. Proposal received top ranking but was not funded.

*The Effects of Job Demands and Control on Physiological and Psychological Outcomes in Nursing.* Funded 1992 summer grant in the amount of \$7,400 from the deArce Memorial Fund in Support of Medical Research and Development.

*The Impact of Task Complexity and Goal Assignment on End-user Satisfaction, Performance and Learning in an MRP Master Scheduling Task.* Grant request submitted to OBOR Research Challenge Program, 1991. Not funded.

*Effects of Stressful Job Demands and Control on Physiological and Psychological Health: A Quasi-Experiment.* Grant request submitted to OBOR Research Challenge Program, 1991. Not funded.

*An Investigation of Work and Nonwork Sources of Control and their Effects on Employee Well-being.* Funded 1990 summer grant in the amount of \$6,000 from the deArce Memorial Fund in Support of Medical Research and Development.

### **Management Consulting and Professional Business Experience**

(1996-2016). The Dwyer Consulting Group, Inc. President. Provide human resource consulting, training, and strategic planning services for small and mid-sized organizations. Also conduct focus groups and training seminars for many profit and not-for-profit organizations in the area of human resource issues, leadership development, and strategic performance management. Provide expert witness testimony in cases of disparate impact, disparate treatment, and other violations of Title VII.

(1982-1984). Direct marketing consultant for ZestoTherm, Inc., Cincinnati, Ohio. Rolled out new metallurgical product to direct marketing outlets.

(1976-1980). President and owner of Baron Personnel of Springdale, Inc. A management and technical personnel staffing agency located in Cincinnati, Ohio.

### **Service to the University, Professional, and Business Communities** (*Selected Examples*)

- Faculty Senate Undergraduate Curriculum Committee, 2018-present
- Undergraduate Programs Committee, (Chair, 2011-2012; 2014-2017; Member 2012-present)
- Chair, COBI SPACI, 2012-2014
- Chair, College of Business and Innovation Prioritization Committee, 2005-2007
- Faculty advisor to the *Society for Human Resource Management* student chapter (1993-2007)
- Member, Family Business Curriculum Committee (1998-2001) and Board of Directors (1998-2002)
  
- Member, University Internal Review Board, 2009-2012
- Elected College of Business Member and Vice Chair for University Graduate Council, 1992-1995.
- University *Outstanding Teaching Award* Committee and Chairperson, 1996-2001
- Member, Fiscal Advisory Committee to the President of The University of Toledo, 2000-2002
- Member, University Salary Equity Committee, 2001
  
- Board member and former Chair, Goodwill Industries of Northwest Ohio, 2000-2019
- Board of Governors and Webmaster, Midwest Academy of Management, 1996-2017
- Board member, UT-TPS Urban Leadership Development Program, 2007-2014
- Professional Judge, State of Ohio Future Business Leaders of America competition, 2006-2008
- Member, national and midwest Academy of Management since 1986
- Member, Northwest Ohio Human Resource Association (formerly TAHRA) and national SHRM since 1992