

ERIN E. MAKARIUS

(Maiden Name: Coyne)
The University of Akron
College of Business Administration
Department of Management
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EDUCATION

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|-----------------|---|------|
| Ph.D. | The Ohio State University, Columbus, Ohio | 2010 |
| | Fisher College of Business | |
| | Doctorate Major: Organizational Behavior & Human Resources | |
| | Doctorate Minor: Quantitative Psychology | |
| | Dissertation Committee: Steffanie L. Wilk (Chair), David B. Greenberger, Roy J. Lewicki | |
| M.B.A. | John Carroll University, Cleveland, Ohio | 2005 |
| | Boler School of Business | |
| | Major: Management | |
| | <i>Summa Cum Laude</i> | |
| B.S.B.A. | John Carroll University, Cleveland, Ohio | 2004 |
| | Boler School of Business | |
| | Major: Management and Marketing | |
| | <i>Magna Cum Laude, Honors Program Graduate</i> | |

RESEARCH INTERESTS

I study boundary spanning, particularly in the areas of:

1. Organizational boundaries including employee entry and exit in and out of firms and work/life issues
2. International boundaries including firm entry mode strategies
3. Technological boundaries including virtual work

PUBLICATIONS

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- Makarius, E., Stevens, C., & Tenhiälä, A. (2016). Tether or stepping stone? The relationship between perceived external reputation and collective voluntary turnover rates. *Organization Studies*, Forthcoming.
- Makarius, E. & Srinivasan, M. (2016). Addressing Skills Mismatch: Utilizing Talent Supply Chain Management to Enhance Collaboration between Companies and Talent Suppliers. *Business Horizons*, Forthcoming.
- Stevens, C., Makarius, E., & Mukherjee, D. (2015). It Takes Two to Tango: Signaling Behavioral Intent in Service Multinationals' Foreign Entry Strategies. *Journal of International Management*, 21, 235-248.
- Wilk, S., & Makarius, E. (2015). Choosing the Company You Keep: Racial Relational Demography Outside and Inside of Work. *Organization Science*, 26(5), 1316-1331.
- Stevens, C., & Makarius, E. (2015) Overcoming information asymmetry in foreign entry strategy: The impact of reputation. *Global Strategy Journal*, 5: 256-272.
- Ellingson, J., Heggstad, E., & Makarius, E. (2012). Personality Retesting for Managing Intentional Distortion. *Journal of Personality and Social Psychology*, 102, 1063-1076.
- Won the 2013 Jeanneret Award for Excellence in the Study of Individual or Group Assessment by the SIOP Awards Committee

PEER REVIEWED BOOK CHAPTERS & CONFERENCE PROCEEDING PUBLICATIONS

Makarius, E. & Wilk, S. (2016). Big Fish in Little Ponds. In C.E. Carroll's *Sage Encyclopedia of Corporate Reputation*. Sage Publications.

Makarius, E. (2016). Edutainment: Using Technology to Increase Student Engagement. *Proceedings of the Organizational Behavior Teaching Conference* in Canton, OH.

Makarius, E., Bible, S., & Vijayaraman, B. (2016). Virtual Selection Training. *Proceedings of the Organizational Behavior Teaching Conference* in Canton, OH.

Makarius, E. & Stevens, C. (2016). The Impact of Reputation and Labor Market Conditions on Collective Human Capital Flow. *Best Paper Proceedings of the Seventy-Sixth Annual Meeting of the Academy of Management* in Anaheim, CA.

- Best Paper Award of the Human Resources Division at the Academy of Management

Makarius, E., & Dachner, A. (2015). Building a Digital Community of Learning: The Effects of Social Media use in Higher Education. *Proceedings of the Organizational Behavior Teaching Conference* in La Verne, CA.

Makarius, E. & Wilk, S. (2013). Big fish in little ponds: A multilevel approach to reputation in organizations. In Paul S. Adler (Ed.), *Best Paper Proceedings of the Seventy-Third Annual Meeting of the Academy of Management*, ISSN 1543-8643.

- Best Paper Award Finalist of the Careers Division at the Academy of Management

Makarius, E. & Vijayaraman, B. (2013). Preparing students for the virtual world of work. *Proceedings of the Organizational Behavior Teaching Conference* in Asheville, North Carolina.

Makarius, E. & Meyer, G. (2012). Macro-OB can be fun, too! Engaging students in organizational structure. *Proceedings of the Organizational Behavior Teaching Conference* in Ontario, Canada.

Heneman, R., & Coyne, E. (2007). Implementing total reward strategies. *SHRM Foundation Effective Practice Guidelines*.

Lewicki, R., Greenberger, D., & Coyne, E. (2007). Pockets of resistance in sub-cultures and their effects on organizations. In J. Langan-Fox, C. Cooper, and R. Klimoski (Eds.), *Research Companion to the Dysfunctional Workplace: Management Challenges and Symptoms*.

INVITED REVISIONS AND MANUSCRIPTS UNDER REVIEW

Makarius, E. (2016). [Edutainment]. 2nd Round Revise & Resubmit at *Management Teaching Review*.

Makarius, E., & Larson, B. (2016). [Virtual Work]. 3rd Round Revise & Resubmit at the *Academy of Management Perspectives*.

Makarius, E. & Stevens, C. (2016). [Reputation and Human Capital Flow]. 2nd Round Revise & Resubmit at *Journal of Management*.

Mukherjee, D., Makarius, E., & Stevens, C. (2016). [Business Group Reputation and Internationalization]. Revise & Resubmit at *Journal of World Business*.

SELECT RESEARCH IN PROGRESS

Makarius, E., Dachner, A. Heneman, R., & Greenberger, D. (2016). *Misery Loves Company: Diversity of Work-Life Balance Perceptions and Employee Engagement*. Manuscript in preparation to submit to the ***Journal of Applied Psychology***.

Makarius, E., Rothbard, N., & Wilk, S. (2016). *More than One Way to Broker: Boundary Management, Network Bridging, and Performance*. Manuscript in preparation to submit to ***Management Science***.

Makarius, E., Bible, S. & Vijayaraman, B. (2016). *Virtual Interviews: Developing Students for a Virtual Work Environment*. Manuscript in preparation to submit to the ***Journal of Management Education***.

Makarius, E. & Wilk, S. (2016). *So You Think You're a Star? A Multilevel Model of Big Fish in Little Ponds*. Manuscript in preparation for submission to the ***Journal of Applied Psychology***.

CONFERENCE PRESENTATIONS

Bounced Back or Held Back: Differences in the Perceived Skills of Men and Women after Joblessness. Presented 2016 at the Academy of Management annual meeting in Anaheim, CA. (Presented also at the Fisher College of Business Centennial Alumni Event, and the 68th Annual Meeting of the Labor and Employment Relations Association in Minneapolis).

Misery Loves Company: Diversity of Work-Life Balance Perceptions and Employee Engagement. Presented 2016 at the Academy of Management annual meeting in Anaheim, CA.

The Impact of Reputation and Labor Market Conditions on Collective Human Capital Flow. Chaired Session and Presented 2016 at the Academy of Management annual meeting in Anaheim, CA.

Virtual Interview Training. Presented 2016 at the Organizational Behavior Teaching Conference in Canton, OH.

Edutainment: Using Technology to Increase Student Engagement. Presented 2016 at the Organizational Behavior Teaching Conference in Canton, OH.

Reputation Effects on Collective Human Capital Flow. Presented 2015 in "The Importance of Trust and Reputation" session at the Midwest Academy of Management annual meeting in Columbus, OH.

Changing the Perspective of Virtual Work: Building Virtual Intelligence at the Individual Level. Presented 2015 in the "Individual Differences in Virtual Work: Differentiating Established versus Developmental Factors" session at the Academy of Management annual meeting in Vancouver, CA.

Micro and Macro Perspectives of Social Networks. Chaired 2015 session at the Academy of Management annual meeting in Vancouver, CA.

Building a Digital Community of Learning: The positive effects of social media use in higher education. Presented 2015 at the Organizational Behavior Teaching Conference in La Verne, CA.

Teaching Virtual Work Skills. Presented 2014 in the "Teaching and Learning" sessions at the Academy of Management annual meeting in Philadelphia, PA.

Utilizing Talent Supply Chain Management in an Academic Setting. Presented 2014 in the "Staffing" session at the Society for Industrial and Organizational Psychology annual meeting in Honolulu, HI.

CONFERENCE PRESENTATIONS CONTINUED...

Anchors or Stepping Stones? Corporate Reputation and Voluntary Turnover. Presented 2014 in the “Careers, Mentoring, & Socialization” session at the Society for Industrial and Organizational Psychology annual meeting in Honolulu, HI.

Does Unemployment Scar or Blemish? Gender Differences in Perceptions of Capability and Mobility after Re-employment. Presented 2014 in the “Making the Most out of Career Transitions” session at the Society for Industrial and Organizational Psychology annual meeting in Honolulu, HI.

So You Think You’re a Star? A Multilevel Model of Reputation Examining Big Fish in Little Ponds. Presented 2013 in the “Mobility Determinants” session at The Wharton School People and Organizations Conference in Philadelphia, PA.

Big Fish in Small Ponds: A Multilevel Approach to Reputation. Presented 2013 in the “Engaging Communities for Career Advantage” session at the Academy of Management annual meeting in Orlando, Florida.

The Other Side of the Story: The Role of Corporate Reputation in Firms’ Entry Strategy and Performance. (Co-authored with Charles Stevens). Presented 2013 in the “Bringing the firm back in: The role of firm specific resources in management” session at the Academy of Management annual meeting in Orlando, Florida.

Preparing students for the Virtual World of Work. Presented 2013 at the Organizational Behavior Teaching Conference in Ashville, North Carolina.

Relational Demography in Social Relationships and Work Teams: Diversity Spillover and Performance. (Co-authored with Steffanie Wilk). Presented 2012 at the American Psychological Association annual meeting in Orlando, Florida.

The Impact of Corporate Reputation on Firm Entry Mode Strategy. (Co-authored with Charles Stevens). Presented 2012 at the Academy of International Business annual meeting in Washington D.C.

Macro-OB can be fun, too! Engaging students in organizational structure. (Co-authored with Gordon Meyer). Proceedings 2012 of the Organizational Behavior Teaching Conference in Ontario, Canada.

Big Fish in Little Ponds: A Multilevel Model of Reputation in Organizations. Presented 2011 in the “Groups and Teams” session at the Society of Industrial and Organizational Psychology annual meeting in Chicago, Illinois.

Work Interrupted by Life: The influence of nonwork resources on employee performance. (Co-authored with David Greenberger and Rob Henemen). Presented 2010 in M. Nathan (Session Leader) “GDO and Follower Outcomes” session conducted at the Academy of Management annual meeting in Montreal, Canada.

Building Bridges: Boundary Management Preferences, Social Networks, and Performance. (Co-authored with Nancy Rothbard & Steffanie Wilk). Presented in E. (Coyne) Makarius (Chair), “Internal and External Relational Social Capital: Work/Nonwork Relations and Organizational Outcomes”. Symposium 2010 conducted at the Academy of Management annual meeting in Montreal, Canada.

The Effects of Diversity of Social Networks in the Workplace. (Co-authored with Steffanie Wilk). Presented 2010 In Coyne, E. (Chair), “Internal and External Relational Social Capital: Work/Nonwork Relations and Organizational Outcomes”. Symposium conducted at the Academy of Management annual meeting in Montreal, Canada. (Presented also in 2009 at the Annual Biomedical Research Conference for Minority Students. Symposium conducted in Phoenix, Arizona).

CONFERENCE PRESENTATIONS CONTINUED...

Integration, and Networks: Exploring the relationship between work-life preferences and social networks (Co-authored with Nancy Rothbard & Steffanie Wilk). Presented 2009 in **E. Coyne** and S. Wilk (Co-Chairs), “Causes and Consequences of Social Networks”. Symposium conducted at the Society of Industrial and Organizational Psychology, New Orleans, L.A. (Presented also in 2009 at the III International Conference of Work & Family. Presentation conducted at the IESE Business School in Barcelona, Spain).

The effect of a firm’s reputation on foreign entry mode strategy and post-entry identity. (Co-authored with Charles Stevens) Presented 2008 in an interactive paper session conducted at the Academy of International Business annual meeting in Milan, Italy.

Signals and Indices: Reputation Effects of Capability and Stability Signals on Occupational Mobility and Employment Quality. (Co-authored with Steffanie Wilk & Gina Dokko) Presented 2008 at the Academy of Management annual meeting in Atlanta, Georgia.

Personality retest effects and intentional distortion: Understanding how guilty feelings lead to more honest responses. (Co-authored with Jill Ellingson & Eric Haggstad) Presented 2007 in the “Individual Difference Issues in Research” session at the Academy of Management annual meeting in Philadelphia, P.A.

Preparing students for competition in a global environment. (Co-authored with Jonathan Smith). Presented 2005 in P.N. Bharadwaj (Chair), “Competing in the Global Marketplace: Innovation, Technology, and Culture”. Symposium conducted at the American Society for Competitiveness, Washington D.C.

ACADEMIC APPOINTMENTS

College of Business Administration, The University of Akron (Akron, Ohio) <i>Assistant Professor of Management</i>	2012-present
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- Teaching undergraduate *Human Resources* courses and graduate *Managing People* courses

Wehle College of Business, Canisius College (Buffalo, New York) <i>Assistant Professor of Management</i>	2010-2012
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- Taught undergraduate *Organizational Behavior*, *Entrepreneurial Leadership*, and *Management* courses and graduate *Human Resources* courses

Fisher College of Business, The Ohio State University (Columbus, Ohio) <i>Graduate Teaching Assistant & Graduate Research Assistant</i>	2005-2010
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- Taught undergraduate *Organizational Behavior and Human Resources*, *Leadership Skills Development*, and *Employee Training and Development* courses
- Assisted undergraduate *Strategy* course and graduate *Negotiations* course

Boler School of Business, John Carroll University (Cleveland, Ohio) <i>Graduate Leadership Coordinator</i>	2004-2005
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- Evaluated MBA student's managerial skills by implementing and directing full day assessments, provided leadership assistance for management classes, prepared and facilitated full day team building activities for undergrads and MBA's, and led resume and interview workshops for students.

PROFESSIONAL EXPERIENCE

HUMAN RESOURCE CONSULTANT Information Technology Department	Progressive Insurance 2003 – 2007
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PROJECT IMPLEMENTATION Information Technology Department	Progressive Insurance 2002 - 2003
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HONORS AND AWARDS

Professional

- Best Paper Award of the Human Resources Division at the Academy of Management (2016)
- Early Educator Institute Scholarship, Organizational Behavior Teaching Society (2015)
- Best Paper Award Finalist of the Careers Division at the Academy of Management (2013)
- Jeanneret Award for Excellence in the Study of Individual or Group Assessment by the SIOP Awards Committee (2013)
- Careers Division Outstanding Reviewer Award, Academy of Management (2012)
- New Educator Scholarship, Organizational Behavior Teaching Society (2011)
- OB Division Outstanding Reviewer Award, Academy of Management (2010)

University of Akron

- Dean's Research Excellence Award (2016)
- Dean's Teaching Excellence Award (2015)

The Ohio State University

- Fifth Annual Faculty Recognition Banquet Award for Outstanding Teaching (2008)
- CBEGA Travel Award (2007, 2008, 2009, 2010)
- Phi Kappa Phi, National Honor Society (2005)

John Carroll University

- Boler School of Business Outstanding Graduate Award (2004)
- Beta Gamma Sigma Honorary Business Society (2004 – current)
- Students in Business Advisory Council Co-President (2003-2004)
- Phi Eta Sigma, National Collegiate Honor Society (2002)
- Alpha Sigma Nu, Jesuit Honor Society (2002)
- Honor's Student Association (HSA) (2000-2004)

MEDIA ATTENTION

“Beyond Diversity: How the Company You Keep Affects Connections at Your Company” *NPR affiliate WKSU 89.7* Radio Interview, February 2016.

- <http://wksu.org/post/beyond-diversity-how-company-you-keep-affects-connections-your-company>

“What Do Your Friends Reveal about Your Work?” *UA Daily News*, October 2015.

- <http://share.uakron.edu/mailAll/Digest/article/1220383>

“Why Diverse Friendships Might Make You Better at Your Job” *Business News Daily*, August 2015.

- <http://www.businessnewsdaily.com/8298-friends-impact-job-performance.html>

“How Having Racially Diverse Friends Can Help You on the Job” *The OSU Newsroom*, August 2015.

- <https://news.osu.edu/news/2015/08/18/diverse-friends/>

“Talent Supply Chain Management” *Smart Business*. April 2015.

- <http://www.sbsonline.com/article/luis-m-proenza-talent-supply-chain-management/>

PROFESSIONAL AFFILIATIONS AND SERVICE

Management Department

- Academic Advising (Canisius):
 - Freshman Class Advisor, Honor's Thesis Advisor, Ignatian Scholarship Advisor, Internship Advisor (2010-2012)
- Mentor (Ohio State):
 - Summer Research Opportunity Program Mentor (2011)
- Search Committee, Strategy and Entrepreneurship Positions (2016)
- Society for Human Resource Management
 - Advisor for student chapter at Canisius College (2011-2012)
 - Advisor for student chapter at the University of Akron (2013-current)

College of Business Administration

- Assurance of Learning Communication Committee (2012-current)
- Beta Gamma Sigma Induction Ceremony (Reader 2014)
- Graduate Council CBA Representative (2013-2015)
- Leadership Institute Steering Committee (2013-current)
- New Faculty Orientation (2016)

University

- Honors College Interviewing (2015)
- Recruitment Volunteer Note Cards (2016)

Management Profession

- Academy of International Business (2006 – current)
 - Reviewer for the International Human Resources division (2008 – current)
- Academy of Management (2005 – current)
 - Organizer, New Doctoral Student Consortium, Website Committee (2008)
 - Organizer, HR Division Middle-Stage Doctoral Student PDW (2013-current)
 - Reviewer for the OB, HR, and Career divisions (2007 – current)
 - Volunteer, Career Placement Services (2008)
 - HR Doctoral Student Consortium (2008), OB Doctoral Student Consortium (2009)
 - OB Junior Faculty Workshop (2011), HR Junior Faculty Workshop (2013)
- Journal of Management Education, Reviewer (2011-current)
- Organizational Behavior and Human Decision Processes, Reviewer (2014)
- Organizational Behavior Teaching Society (2011-current)
- President of the United States Council of Advisors on Science & Technology (2012-2014)
 - Advanced Manufacturing Partnership 2.0 Work Creek Leader
- Society for Industrial and Organizational Psychology (2007-current)
 - Reviewer (2010 – current)