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EMPLOYMENT

RUTGERS BUSINESS SCHOOL, 1997-present Newark and New Brunswick, NJ
Vice Chair, September, 2005-August 31, 2010;
Associate Professor, July, 2005-present;
Assistant Professor, July, 1998-2005;
Instructor, July, 1997-1998

CHEMICAL BANK NEW JERSEY, 1991-1993 East Brunswick, NJ
Commercial Banking Officer.

Responsibilities included monitoring the bank's \$30 million asset-based lending loan portfolio, analyzing and assessing risk involved behind credit lending decisions affecting middle market and large corporate businesses, formulating loan proposals, and re-structuring problem credits.

EDUCATION

COLUMBIA BUSINESS SCHOOL, COLUMBIA UNIVERSITY New York, NY
Ph.D. in Management of Organizations, 1998; M.Phil, 1997
Dean's List (1993-1995); Recipient of Roger F. Murray Fellowship

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
B.S. in Organizational Behavior and Human Resource Management, 1991
Summa Cum Laude; Dean's List All 4 Years

COLLEGE OF ARTS & SCIENCES, UNIVERSITY OF PENNSYLVANIA Philadelphia, PA
B.A. in Psychology, 1991
Summa Cum Laude; Dean's List All 4 Years
Phi Beta Kappa; Psi Chi Psychology Honor Society, Co-President.

TEACHING INTERESTS

Management Skills
Organizational Behavior
Decision-Making
Strategic Human Resource Management

RESEARCH INTERESTS

Self-Processes in Organizations
Organizational Justice
Work-Life Integration
Strategic Leadership

HONORS, GRANTS, AWARDS

Finalist, Dean's Meritorious Award for Teaching, Rutgers Business School (2012-2013)

Outstanding Reviewer Award, Organizational Behavior Division, Academy of Management (2010)

Rutgers Business School, Research Resource Committee Grant (2005-2006).

Teaching Excellence Award, Rutgers Business School – Newark and New Brunswick, Rutgers University. Presented by the Professional Accounting MBA Class of 2000 (2000).

Research Grant, Rutgers Business School – Newark and New Brunswick (2000).

Finalist, Research Award for Untenured Faculty, Rutgers Business School – Newark and New Brunswick (2000, 1999).

Finalist, Nadler Teaching Award, Rutgers Business School - Newark and New Brunswick (2000).

Best Reviewer Award, Business Policy & Strategy Division, Academy of Management (1997, 1996).

Emerging Scholars Program Research Grant - American Compensation Association. (1997).

RESEARCH

PUBLICATIONS

Brockner, J., Wiesenfeld, B.M., Siegel, P.A. Bobocel, D. R. & Liu, Z. *Accepted for Publication*. How Organizational Scholars Love to Study Fairness as a Dependent Variable: Let us Count (and Organize) the Ways, Research in Organizational Behavior.

Siegel, P.A., Brockner, J., Wiesenfeld, B.M., & Zhang, S. 2010. Hedging one's bets: Uncertainty about continued success reduces the desire for procedural fairness. In Leslie A. Toombs (Ed.), Proceedings of the Seventieth Annual Meeting of the Academy of Management (CD), ISSN 1543-8643.

Siegel, P.A. 2005. Seagate Technology. Case study of a high tech company's efforts to implement change while promoting employee work-life balance. International Journal of Leadership Education, 1(1), 115-158.

Siegel, P.A., Scillitoe, J., Parks-Yancy, R. 2005. Reducing the tendency to self-handicap: The effect of self-affirmation. Journal of Experimental Social Psychology, 41 (6), 589-597.

Siegel, P.A. & Hambrick, D.C., 2005. Compensation patterns within top management groups: On the harmful effects of executive pay disparities in high-technology firms. Organization Science, 16 (3), 259-274.

Siegel, P.A. & Brockner, J. 2005. Individual and organizational consequences of CEO claimed handicapping: What's good for the CEO may not be good for the firm. Organizational Behavior and Human Decision Processes, 96(1), 1-22.

Siegel, P.A., Post, C., Brockner, J., Fishman, A. & Garden, C. 2005. The moderating influence of procedural fairness on the relationship between work-life conflict and organizational commitment. Journal of Applied Psychology, 90(1), 13-24.

- Brockner, J., Heuer, L., Magner, N., Folger, R., Umphress, E., Van den Bos, K., Vermunt, R., Magner, M. & Siegel, P.A. 2003. High procedural fairness heightens the effect of outcome favorability on self-evaluations: An attributional analysis, Organizational Behavior and Human Decision Processes, 91(1), 51-68.
- Garonzik, R. Brockner, J. & Siegel, P. 2000. Identifying expatriates at risk for premature departure: The interactive effect of outcome favorability and procedural fairness. Journal of Applied Psychology, 85(1), 21-29.
- Brockner, J., Heuer, L., Siegel, P., Wiesenfeld, B., Martin, C., Grover, S., Reed, T. & Bjorgvinsson, S. 1998. The moderating effect of self-esteem in reaction to voice: Converging evidence from four studies, Journal of Personality and Social Psychology, 75(2), 394-407.
- Siegel, P.A. 1998. The termination “package” that just didn’t “register.” Journal of Nursing Administration, 28(9), 5-7.
- Siegel, P.A. 1998. The manager who was hired to fire. Journal of Nursing Administration, 27(11), 6-8.
- Siegel, P.A. 1998. The negative effect of top management team pay on firm performance. Rutgers Business, 4(1), 18-19.
- Brockner, J., Siegel, P.A., Daly, J., Tyler, T. & Martin, C. 1997. When trust matters: The moderating effect of outcome favorability. Administrative Science Quarterly, 42(3), 558-583.
- Hambrick, D.C. & Siegel, P.A. 1997. Compensation patterns within top management groups: On the harmful effects of executive pay disparities in high-technology firms. Academy of Management Best Papers Proceedings.
- Siegel, P.A. & Hambrick, D.C. 1996. Business strategy and the social psychology of top management teams. In J. Dutton and J. Baum (Eds.), Advances in Strategic Management, Volume 13. Greenwich, CT: JAI Press
- Brockner, J. & Siegel, P.A. 1995. Understanding the interaction between procedural and distributive justice: The role of trust. In R.M. Kramer and T.R. Tyler (Eds.), Trust in organizations. Newbury Park, CA: Sage Publications.
- WORKING PAPERS AND PROJECTS*
- Siegel, P.A. & Wieland, A. 2014. Towards extending the reach of uncertainty management theory: The effect of process fairness on self-handicapping behavior. *Manuscript Revision Stage*.
- Siegel, P.A., Simms, S. & Wieland, A. 2014. Status as a moderator of the relationship between non-contingent success and self-handicapping. *Manuscript Revision Stage*.
- Siegel, P.A. 2014. Causes and consequences of self-handicapping in the workplace. *Draft stage*.
- Siegel, P.A., & Fishman, A.Y. & Wieland, A. 2014. Success in the beholder’s eyes: Effects of regulatory focus on responses to non-contingent success. *Data analysis stage*.
- Siegel, P.A. & Manley, K.R. 2014. Food choice at work: Gastronomic effects of non-contingent success on self-handicapping behavior. *Data analysis stage*.

Manley, K.R. & Siegel, P.A. 2014. The moderating effect of health attitudes on self-handicapping behavior. *Data analysis stage*.

Siegel, P. 2014. Self-handicapping in organizations. *Draft stage*.

Siegel, P.A. What is “fair”? Justice perceptions of, and reactions to, executive compensation as a function of organizational status. *Data collection and analysis stage*.

Siegel, P.A., Simms, S. & Wieland, A. Determining the occurrence of self-handicapping: Oughts, ideals, and the role of regulatory focus. *Data analysis stage*.

Siegel, P.A., Wieland, A. & Simms, S. The moderating effect of locus of control on self-handicapping behavior. *Data analysis stage*.

Siegel, P.A. Determining what’s fair: Social identity as a predictor of procedural justice judgments. *Planning stage*.

Siegel, P.A. Work-life “conflict” versus work-life “balance”: Cross-cultural considerations. *Planning stage*.

Siegel, P.A. Top management team compensation: A reorientation of theory and method. (Working Paper)

Hambrick, D.C. & Siegel, P.A. Interdependence in top management groups. (Working Paper)

Gordon, M.E. & Siegel, P.A. Communicating a meaningful and just performance review. (Working Paper)

PRESENTATIONS

Siegel, P.A., Manley, K.R., Bass, S & Xie, W. The interactive effect of contingency feedback and self-construal on self-handicapping behavior. Presented to the Academy of Management Convention, Philadelphia, August 2014.

Siegel, P.A., Manley, K.R. & Bass, S. Taking a closer look at the effects of failure (and success) on self-handicapping behavior. Presented to the Academy of Management Convention, Philadelphia August 2014 Conference.

Siegel, P.A., Brockner, J., Wiesenfeld, B., Zhang, S. Hedging one’s bets: Uncertainty about continued success reduces the desire for procedural fairness. Presented to the Academy of Management Convention, Montreal, August 2010.

Siegel, P.A., Fishman, A.Y. & Wieland, A. Success in the beholder’s eyes: Effects of regulatory focus on responses to non-contingent success. Presented to the Academy of Management Convention, Chicago, August 2009.

Siegel, P.A. & Wieland, A. Reducing the tendency to self-handicap: The effect of process fairness. Presented to the Academy of Management Convention, Chicago, August, 2009.

Siegel, P.A., Simms, S. & Wieland, A. The higher they are, the harder they (may) fall: The influence of status on self-handicapping behavior. Presented to the Academy of Management Convention, Philadelphia, August 2007.

- Siegel, P.A. Self-Handicapping in the Workplace. Presented to the Academy of Management Convention, New Orleans, August 2004.
- Siegel, P.A. & Brockner, J. Procedural fairness: A key moderator of the relationship between work-life conflict and organizational commitment. Presented to the Academy of Management Convention, Seattle, August 2003.
- Siegel, P.A. & Hambrick, D.C. Interdependence Within Top Management Groups. Presented to the Academy of Management Convention, Toronto, August 2000.
- Siegel, P.A. 2000. What I wish I had known when I was in graduate school. Presented to entering students in the doctoral program at Rutgers Business School – Newark and New Brunswick, PhD orientation program, September 18, 2000.
- Siegel, P.A. In pursuit of quicker time-to-market and work-life balance. A case study of Seagate Technology's efforts to introduce and manage organizational change in a highly dynamic environment. Presented to the Wharton Work/Life Roundtable IV, The Wharton School of Business, University of Pennsylvania, Philadelphia, PA, June 23-25, 1999.
- Siegel, P.A.. Individual and organizational consequences of CEO claimed handicapping: What's good for the goose may not be good for the gander. Presented to the Academy of Management Convention, Chicago, August, 10, 1999.
- Siegel, P.A. What we now know but would like to know even more about...the importance of organizational justice for expatriates: A highly interactive discussion about empirical results and theory building. Presentation to Organization Management Department, Seminar Series, Rutgers University, September, 23, 1998.
- Siegel, P.A., Garonzik, R., & Brockner, J. Assessing the impact of trust on expatriates at risk for premature departure. Paper presented at the Academy of Management Convention, San Diego, August, 1998.
- Siegel, P.A. & Hambrick, D.C. Compensation patterns within top management groups: On the harmful effects of executive pay disparities in high-technology firms. Paper presented at the American Compensation Association (ACA) conference, Islamorada, Florida, March 1998.
- Siegel, P.A. & Hambrick, D.C. Compensation patterns within top management groups: On the harmful effects of executive pay disparities in high-technology firms. Paper presented to the Academy of Management Convention, Boston, August 1997.
- Siegel, P.A., Brockner, J. & Heuer, L. The effects of process control, decision control, and self-esteem on reactions to conflictual social encounters. Paper presented to the Academy of Management Convention, Boston, August 1997.
- Siegel, P.A. Top management team compensation: A reorientation of theory and method. Paper presented to the Academy of Management Convention, Cincinnati, Ohio, 13 August 1996.
- Siegel, P.A. & Brockner, J. Explaining the process by outcome interaction: The role of trust. Paper presented at Columbia Business School, 9 November 1996.

Siegel, P.A. & Hambrick, D.C. Business strategy, collaboration, and the social psychology of top management teams. Paper presented to the Academy of Management Convention, Vancouver, Canada, 7 August 1995.

Siegel, P.A., Brockner, J. & Tyler, T. Revisiting the interactive relationship between procedural and distributive justice: The role of trust. Paper presented to the Academy of Management Convention, Vancouver, Canada, 8 August 1995.

Siegel, P.A. & Hambrick, D.C. Business strategy and the social psychology of top management teams. Paper presented to the Embeddedness of Strategy Mini-Conference, Ann Arbor, Michigan, 20 May 1995.

TEACHING

Rutgers Business School – Newark & New Brunswick (1997-Present)

Management Skills (Undergraduate, Instructor & Course Leader/Coordinator) (302): Fall 2013, 2 sections)

Organizational Behavior (Undergraduate, Professional Accounting, and MBA)

Summary of Teaching (Fall 2008-Summer 2013):

Spring, 2009: Undergraduate (490)

Summer, 2009: MBA (585)

Fall, 2009: MBA (585)

Summer, 2010: MBA (585)

Fall, 2010: Undergraduate (490) and MBA (585)

Summer 2011: MBA (585) and Professional Accounting (PA) (540)

Summer 2012: MBA (585) and Professional Accounting (PA) (540)

Summer 2013: MBA (585) and Professional Accounting (PA) (540)

Strategic Human Resource Management (MBA)

Seminar in Organizational Behavior (Doctoral)

Columbia Business School, Columbia University (1993-1997)

Teaching Assistant, Management of Organizations Department.

Organizational Behavior (MBA)

Leadership (MBA)

Managerial Decision-Making (MBA)

UNIVERSITY SERVICE

1. RUTGERS UNIVERSITY

Dean's Search Committee (Fall, 2005 – Spring, 2007)

2 RUTGERS BUSINESS SCHOOL – NEWARK & NEW BRUNSWICK

a. Teaching Innovation Committee (2012-Present, 2000-2002)

b. Core Curriculum Review Committee, New Brunswick Undergraduate Program (Fall 2005-Present)

c. Undergraduate Policy Committee, New Brunswick Undergraduate Program (Fall 2010-Present)

d. Admissions Committee, New Brunswick Undergraduate Program (Spring 2008-Present)

- e. Academic Standing Committee, New Brunswick Undergraduate Program (Spring 2006 - Present)
- f. Faculty/Industry Symposium – As a MGB Departmental representative, participated in discussion with corporate recruiters regarding the “Millennials” (April 2, 2010).
- g. Associate Dean Search Committee, Newark Undergraduate Program (2008-2009).
- h. RBS Undergraduate New Student Orientation – (September 2009, September 2008)
- i. RBS MBA New Student Orientation – (August 2006, August 2005).
- j. Dean’s Trading Room Task Force Committee (1999-2000).
Submitted a proposal for a cross-disciplinary course in behavioral finance which would make use of the trading room while integrating fundamental concepts in organizational behavior and strategy with core finance and accounting principles. Toured state-of-the-art trading room in New York metropolitan area and assisted in preparing a list of recommended operational capabilities and requirements that would serve to make the trading room viable for internal purposes, as well as for potential external utilization.
- k. Rutgers MBA Case Competition, Judge (1998).
- l. Strategic Human Resource Management Society, Advisor (1997-1999)

3. *MANAGEMENT & GLOBAL BUSINESS DEPARTMENT, RBS:*

- a. Course Architect and Section Leader, Management Skills (2012-Present). Created the proposal, secured faculty approval for, and developed MGB’s core undergraduate course Management Skills (302). Currently serving as Course Leader/Coordinator of 28 sections of Management Skills taught across Newark and New Brunswick campuses in 2012-2013 (course launched in Fall 2013).
- b. PhD Faculty Advisor (2012-Present). Advisor to MGB doctoral student Katie Manley.
- c. Vice Chair (September, 2005 – August 31, 2010). Primary responsibilities include the scheduling and staffing of the department’s undergraduate, MBA, and doctoral courses for the academic year; assisting in the development of the department’s annual hiring plan; updating departmental course offerings in RBS course catalogues; helping to shepherd course proposals through the Course of Study committee; fielding inquiries from undergraduate and graduate students regarding the major and departmental course offerings; assisting Department Chair in the hiring, training, performance review, and coaching of department secretary located in New Brunswick.
- d. MGB-Alumni Relations (Fall 2009 – 2011) Responsible for developing a data base of Undergraduate and MBA Management alumni with the purpose of planning future department-alumni-corporate-student events.
- e. Faculty Recruitment Committee (2010-2011; 2009-2010, Chair; 2005-2006; 2001-2002; 1997-1998).

- f. PhD Committee (1999 – Present). Served on Shalei Simms’ dissertation committee and participated in her proposal defense (Spring 2009) and dissertation defense (Fall 2009). Also participated in Guozhen Zhao’s dissertation proposal and defense (Fall, 2008; Fall 2010).
- g. OB Challenge Exam (Fall 2007-Present). Designed and graded the exam taken by MBAs to “place out of” the Organizational Behavior foundations course.
- h. Faculty/Industry Symposium – As a MGB Departmental representative, participated in discussion with corporate recruiters regarding the nature of the Millennial as both students and prospective employee (April 1, 2011; April 2, 2010).
- m. RBS Undergraduate New Student Orientation – Formal presentation to the entering New Brunswick undergraduate class regarding our Department and its major (September 2009, September 2008)
- n. RBS MBA New Student Orientation – Formal presentation to the entering full-time MBA class regarding our Department, its concentrations and course offerings (August 2006, August 2005).
- i. RBS-SMLR Committee (Fall 2007-Present). Served on committee to investigate opportunities for collaboration between RBS/Management & Global Business and School of Management and Labor Relations.
- j. “Business Excellence Center” Committee (Fall 2005-Spring 2006)
- k. Dissertation Committees:
 - Vijay Pothukuchi (Rutgers Business School)
 - Jaepil Choi (Rutgers Business School)
 - Corinne Post (Rutgers Business School)
 - Shalei Simms (Rutgers Business School)
 - Guozhen Zao (Rutgers Business School)
- l. Qualifying Exams. Assisted in the design and/or grading of comprehensive exams for students in the Ph.D. (Spring 2006, Spring 2004, Spring 2003, Spring 2002) and MBA (Fall, 2004) programs.
- m. Research Seminar Co-Coordinator (1997-1998).
- n. Faculty Retreat (2000). Proposed, planned, secured approval and financing for, and organized the department’s off-site faculty retreat on curriculum innovation at Woodlawn (Eagleton Institute), February 4, 2000. Reported on the results of the retreat at the Spring faculty meeting, March 5, 2000.
- o. Independent Studies, Supervisor (1998-1999). Supervised independent studies of three undergraduate students (Patti Dominach, Esther Pruscino, and Pamela Brown).

PROFESSIONAL SCHOLARLY AND SERVICE ACTIVITIES

1. PEER REVIEWING.

- a. **Ad Hoc Reviewer for:**
Administrative Science Quarterly

Academy of Management Journal
Academy of Management Review
Organizational Behavior and Human Decision Processes
Academy of Management Learning & Education
European Journal of Work and Organizational Psychology
IEEE Transactions on Engineering Management
Technology Studies

b. Conference Reviewer for:

Academy of Management
Eastern Academy of Management

c. Member of Editorial Board:

Academy of Management Learning & Education (2004-2006)

2. PROFESSIONAL MEMBERSHIPS.

Academy of Management
American Psychological Society
American Psychology Association
American Compensation Association

SERVICE TO THE COMMUNITY

1. Organizer, Multi-Synagogue Community Blood Drive, Young Israel of East Brunswick, East Brunswick, New Jersey, June 22, 2014.
2. Organizer, Multi-Synagogue Community Blood Drive, Young Israel of East Brunswick, East Brunswick, New Jersey, June 23, 2013.
3. Organizer, Multi-Synagogue Community Blood Drive, Young Israel of East Brunswick, East Brunswick, New Jersey, June 17, 2012.

CONSULTING, TRAINING & INVITED TALKS

- 2014 Invited Panelist: Innovation in the Rutgers Business School Curriculum
New Jersey Business Education Summit, March, 2014.
- Invited Speaker: Management Skills: Curriculum Innovation in the Rutgers Business
School Undergraduate Program. Presented to a Corporate Roundtable, Rutgers
Business School, May, 2014.
- Training: Team Building: Summer Scholar High School Students.
Rutgers Business School, July, 2014.
- 2013 Chai Central School, May 30, 2012.
Conducted a professional development workshop on the use of the Myers-Briggs Type
Indicator (MBTI) assessment and Teaching.
- 2010 RBS Executive MBA, November 19, 2010.
Conducted a class on Individual Decision-Making and Understanding Individual
Differences through the Myers-Briggs Type Indicator (MBTI) assessment.

- 2010 ConvaTec U.S., Skillman, NJ, January 19, 2010.
Conducted a training program on increasing team effectiveness through the use of the Myers-Briggs Type Indicator assessment tool.
- 2001 Morgan Stanley Dean Witter, New York, NY, February, 7, 2001.
Conducted a training class on corporate and national culture for Morgan Stanley Dean Witter's investment banking training program, a joint venture with Chinese International Capital Corporation.
- 1998 - 1999 Wharton Work/Life Roundtable, Philadelphia, PA, June 23-25, 1999.
Presentation to executives, human resource practitioners, and consultants of field research data pertaining to Seagate Technology's organizational change and work-life initiatives.
- 1994 Professional Development Center, Columbia Business School.
Led interactive seminars on "Effective Teams" to entering MBA students.