

VITAE

George W. Watson

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Education

Ph.D. in Management, Virginia Tech -- May, 1997.

Majoring in Organizational Behavior and Social Issues, minoring in Human Resource Management and Industrial/Organizational Psychology.

Dissertation: Beyond the Psychological Contract: Social Economic Contracts and Ideological Influences on Judgments of Fairness in Organizational Restructuring. This research is an inquiry into the social processes that influence perceptions of justice and duty in the organizational context. Specifically, the project examines the role of ideology and the impact of various human resource practices -- observable in organizational restructuring - on perceptions of fairness and indicators of alienation.

M. S. Information Systems, Naval Postgraduate School -- 1983

Majoring in Decision Support Systems. Thesis: Model base Management in Knowledge Based systems. This work formulates a mechanism for the automated management of knowledge about the complex models used in advanced decision support systems.

MBA, California State University, Fullerton -- 1980

Majoring in Management Science.

B.A. Business Administration, University of Washington, Seattle -- 1978

Majoring in Quantitative Methods.

Teaching Experience and Interests

Management Principles: Penn State Great Valley. Comprehensive survey course examining the role and functions of the contemporary manager. This seminar-style graduate level introduction to management includes extensive student involvement and covers topics such as human resource management, production and operations management and organizational strategy.

Organizational Effectiveness: Penn State Great Valley: This advanced masters-level class examines the integrated cross level affects of managerial policy and practice on attitudinal and behavior outcomes in the workforce. Organizational justice, psychological contracts and new organizational forms are a few of the emerging issues we investigate in this course.

Organizational Change: Penn State Great Valley. Currently teaching.

Government and Society: Penn State Great Valley. I am scheduled to teach this graduate course in the Summer of 1997.

Organizational Behavior: Virginia Tech. Complete responsibility for teaching this upper division, comprehensive overview of OB. Extensive student participation and experiential exercises are applied to articulate and demonstrate the principles of OB.

Social Issues in Business: Virginia Tech. I have taught this course at the undergraduate and graduate levels. Complete responsibility for teaching this overview of the role of business in society. This course is flavored with principles of ethics and views of economic justice. Cases, Socratic interaction and presentations of foundational principles comprise the character of this class.

Special Studies: Virginia Tech. At the request of students I will teach a course in critical studies. This includes reflective, logical and critical appraisal of ethical and managerial arguments and the theories supporting them.

Research

Papers:

Lopez, David and George W. Watson (1979). "A Simulation of Marine Corps Manpower", **Dynamica**, Spring, 13-20.

Watson, George W., Jon M. Shepard, Carroll U. Stephens and John Christman (1995). "Beyond the Psychological Contract: Ideological Influences on Judgments of Fairness in Organizational Downsizing", (under revision), **Business Ethics Quarterly**.

Watson, George W., Jon M. Shepard and Carroll U. Stephens (1995). "Ideological Influences in Judgments of Fairness and Obligation in Organizational Restructuring," (under review) **Business and Society**.

Presentations at Professional Meetings:

Stephens, Carroll U., Virginia Gerde, Richard Wokutch and George W. Watson, "The Value-Rational Organization: A Rawlsian Perspective on Structure," (**IABS-1997**)

Watson, George W., Jon M. Shepard and Carroll U. Stephens (1996). "Ideology and the Tenets of Micro Social Contracts," **National Academy of Management** (Social Issues Division)

Cobb, Anthony T., T. Bies, G. Watson (1996), Making sense of change: The role of social accounts in affecting perceptions of justice, Symposium; Justice in change: Exploring the realities of Justice in organizational change, **National Academy of Management** (Conflict Management Division)

Watson, George W., Jon M. Shepard, and John C. Christman, "Ideology and Perceptions of Organizational Autonomy in Restructuring," (1996) **Western Academy of Management Meeting**, Banff, Alberta: March 1996

Cobb, Anthony T., Carroll U. Stephens and George W. Watson (Presenter). "Strategic Use of Social Accounts", **Western Academy of Management Meeting**,

San Diego, CA: April, 1995.

Papers in Progress:

Watson, George W., Jon M. Shepard & Carroll U. Stephens. "Judgments of Fairness and Trust in Organizational Restructuring: A Test of Integrated Social Contracts Theory"

Watson George W., Jon M. Shepard and John C. Christman, "Convergent and Discriminant Validity in Measuring Ideological Orientation," (in progress)

Stephens, Carroll U., Jon M. Shepard and George W. Watson, "Macro level Affects of Organizational Restructuring," (in progress)

Watson, George W., Jon M. Shepard. "Ideological orientation and Job Entitlement," (in progress).

Book Reviews:

Watson, George W., 1995. Ethical Dilemmas in Business by Denis Collins, **International Journal of Organizational Analysis**, October, 3(4).

Watson, George W., 1995. Everybody Does it, Crime by the Public by Thomas Gabor, **Personnel Psychology**, 48(4), 955

Watson, George W., 1995. Preventing Workplace Theft by Lynn Tylczak and Thomas Sheets, **Personnel Psychology**, 48(4), 956

Service

President, Management Ph.D. Association, 1994- 1995. This association acts in the interests of management doctoral students at Virginia Tech.

Editor, Graduate Student Association Newsletter, 1994-1995. The **APEX** is published four times annually and has a circulation of 4,400. It is the primary publication of the graduate student government aimed at the graduate student community of Virginia Tech.

Ad-hoc reviewer: Journal of Business Ethics.

Professional Experience

Visiting Professor of Business Administration, Penn State Great Valley, Malvern, Pa. August, 1996 - Present
Teaching graduate classes in management, organizational change, and business ethics. Additional duties include student advising and participation in departmental committees.

Graduate Assistant and Instructor, Virginia Tech. Blacksburg, Va.
August 1992- August 1996
Conducting various instructional and research assignments while a full time

doctoral student studying advanced topics in organizational behavior, social issues in management, industrial psychology, and human resources.

SRA Corporation

Arlington, Va.

1989-1992

Technical consulting: Director, Business Systems Division, Software Development Group and former Director, Technical Support Division, Systems Analysis Group. Overseeing teams of technical professionals carrying out various management systems design, development, implementation and, maintenance projects. Managing multi-million dollar systems design and development projects with responsibilities for business development, client organizational development and technical support. Major clients included the Secretary of Defense and the Defense Medical Systems Command.

Booz, Allen and Hamilton

Bethesda, Md.

June 1988 - June 1989

Technical consulting: Associate, Software Engineering Group, developing large management information systems for commercial and government clients. Projects included designing complex communications networks to client specifications, evaluating and improving software quality control systems and developing major logistical systems. Major clients included the Government Services Agency and MCI.

United States Marine Corps

Arlington, Va.

June 1968 - June 1988

Carrying out assignments of increasing responsibility and complexity including system design, development, implementation and maintenance of multi-million dollar management information systems. Applications included major personnel and training systems. Supervised large teams of development, maintenance and operations personnel as well as development projects.

Honors

Litschert Award for Scholastic Achievement - 1996

Pamplin Scholarships - 1993 and 1994

Selected to attend the 1995 Social Issues Doctoral Consortium

Selected to attend the 1994 Conflict Management Doctoral Consortium

USMC Leadership Award

Numerous military commendations/awards/medals

**Current Research
Interests**

Research interests include organizational justice, ideology and economic social contracts.