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EDUCATIONAL BACKGROUND

1967 B.A. Stanford University, Psychology

1970 M.ED. University of Cincinnati, Education

1979 Ph.D. Northwestern University, Organizational Behavior

PROFESSIONAL INTEREST AREAS

Organizational Development and Change, Organization Design, Team-Based Organization, High Involvement Organizations, Organizational Learning, High Technology Organizations, Evaluation Research, Action Research.

EMPLOYMENT INFORMATION

1981-Present Research Scientist, Center for Effective Organizations, Graduate School of Business, USC.

1978-1981 Assistant Professor, Organization Behavior Department, Graduate School of Business, USC.

1977-1978 Lecturer, The Ohio State University, Columbus, Ohio.
 Lecturer, Franklin University, Columbus, Ohio.

1969-1972 Secondary School Teacher, Cincinnati Public Schools

TEACHING ACTIVITIES

Teaching

Adjunct faculty, Ohio State University, School of Administrative Sciences, from 1977-1979.

Full-time faculty member in the Organizational Behavior Department; USC, from 1979-1981.

- *Taught* MBA, Ph.D., and Undergraduate courses in Organizational Behavior and Theory; Organization Theory; Organization Behavior; Interpersonal Processes in Organizations; Organizational Structure and Process; Research Methodology; Productivity and Work Design.
- *Developed OB451*, an undergraduate elective in Organizational Structure and Process.
- Periodic teaching in USC MBA Program, courses on Innovations in Management and Organization Design (1982-present).

Adjunct Faculty for Pepperdine University. Doctor of Education in Organizational Change. 1998.

Instructional Cases Developed for Teaching

"The Highway Patrol"

"Rewards and Motivation"

"The New Plant Design at National Foods"

"4 Cases of the Introduction of Computerization" (with A. Mohrman)

"Techmark"

MANAGEMENT TRAINING AND EXECUTIVE EDUCATIONAL EXPERIENCE

1979-Present	Participation in USC Executive Programs: Savings and Loan Program, Middle Executive Program; Professional Management Program, Winter and Summer Executive Programs, Lockheed Management Institute, Advanced Management Program, Kaiser Permanente Leadership Program.
1980-Present	Develop, Coordinate, Update and Teach in the Seminar for Senior Personnel Executives, CEO, USC.
1980- Present	Faculty and Coordinator of the Seminar for Senior Personnel Executives, The Center for Effective Organizations, University of Southern California.

1982-1988	Professor in Certificate in Management Effectiveness Program, College of Continuing Education, USC.
1982-1983	Developer and teacher: "Quality Circles and Other Approaches to Participative Management," University Associates.
1998- Present	Designer, Coordinator, and Faculty in the Organization Design Workshop, The Center for Effective Organizations, University of Southern California.

PROFESSIONAL PUBLICATIONS

Mohrman, A., Mohrman, S., & Cooke, R. (1976, November 11). Participation in Different Decision Domains. A paper presented at the Annual Meeting of the American Institute for Decision Sciences, San Francisco. A shorter version appears in The Proceedings of the same meeting.

Mohrman, S., Mohrman, A., Cooke, R., & Duncan, R. (1978, Winter). Participation in Decision Making: A Multidimensional Perspective. Educational Administration Quarterly, 14(1), 13-29

Mohrman, S. (1979, August). A New Look at Participation in Decision Making: The Concept of Political Access. A paper presented at the Annual Meeting of the Academy of Management, Atlanta, GA. A version appears in The Proceedings of the same meeting.

Rosinger, G., Myers, L., Mohrman, S., Levy, G., & Stock, J. (1979, January). Development of a Behaviorally Based Proficiency Appraisal System for a State Highway Patrol. Law and Order.

Maxey, C. and Mohrman, S. (1980, September). Worker Attitudes Toward Unions: A Study Integrating Industrial Relations and Organizational Behavior Perspectives. A paper presented at the annual meeting of the Industrial Relations Research Association, Denver, CO. It also appears in the Proceedings of the same meeting.

Rosinger, G., Myers, L., Loar, M., Mohrman, S., & Stock, J. (1981). Development of a Behaviorally Based Performance Appraisal System. Personnel Psychology.

Mohrman, S. A. (1982). Review of Organizational Psychology by Edgar Schein. Contemporary Psychology.

Mohrman, S. A. (1982, August 25) Employee Participation Programs: Implications for Productivity Improvement. Presented at the Symposium "Productivity Improvement: New Directions for the 1980's." American Psychological Association Annual Meeting, Washington, D.C. Appears in The Industrial Psychologist. February 1983.

Mohrman, S. A. (1983). Learning About Worker Involvement Groups. The World of Work Report.

Mohrman, S. A. and Cummings, T. G. (1983). Implementing Quality of Work Life Programs. In R. Ritvo and A. Sargent (Eds.), The Manager's Handbook. Washington, D.C.: The NTL Institute of Applied Behavioral Science.

Mohrman, S. A., Cummings, T. G., & Lawler, E. E. (1983). Creating Useful Research with Organizations: Relationship and Process Issues. In R. Kilman, K. Thomas, D. Slevin, and S. Jerrell (Eds.), Producing Useful Knowledge for Organizations. (pp. 613-624). New York: Praeger. Reprinted in reissue of book by Jossey-Bass, 1994.

Mohrman, S. A. and Lawler, E. E. (1984). Quality of Work Life. In K Rowland and G. Ferris (Eds.), Personnel and Human Resources Management. Greenwich: JAI Press.

Mohrman, S. A. and Mohrman, A. M., Jr. (1984, March). Employee Involvement in Declining Organizations. Human Resource Management.

Cummings, T. and Mohrman, S. (1985). Assessing Innovative Organizational Designs: The Case for a Feedback/Adaptation Model. In R. Tannenbaum, F. Massarik and N. Marguiles (Eds.), Human Systems Development. San Francisco: Jossey-Bass.

Cummings, T., Mohrman, S., Mohrman, A., & Ledford, G. (1985). Organizational Design for the Future: The Collaborative Research Approach. In Doing Research That is Useful for Theory and Practice. San Francisco: Jossey-Bass.

Lawler, E. and Mohrman, S. (1985, January-February). Quality Circles After the Fad. Harvard Business Review.

Mohrman, S. (1985, January). A Work Force That Makes a Difference. Management Challenges. A publication of the Progressive Grocer Association.

Mohrman, S. & Ledford, G. (1985, Winter). The Design of Employee Participation Groups: Guidelines Based on Empirical Research. Human Resources Management, 24(3).

Mohrman, S., Mohrman, A., Ledford, G., Cummings, T., & Lawler, E. (1985). Epilogue: Walking the Tightrope Between Theory and Practice. In Doing Research That is Useful for Theory and Practice. San Francisco: Jossey-Bass.

Mohrman, S. A. and Novelli, L., Jr. (1985). Beyond Testimonials: Learning from a Quality Circles Program. Journal of Occupational Behavior, VI.

Mitroff, I. I. and Mohrman, S. A., (1986). Correcting Tunnel Vision. The Journal of Business Strategy.

Mitroff, I. I. and Mohrman, S. A. (1986). The Whole System is Broke and in Desperate Need of Fixing: Notes on the Second Industrial Revolution. International Journal of Technology Management, 1(1), 65-76.

Mohrman, S., Lawler, E., Mohrman, A., & Ledford, G. (1986). Quality of Worklife: Implications for Industrial Psychology. In C. L. Cooper and I. T. Robertson (Eds.), Review of Industrial/Organizational Psychology. New York: John Wiley & Sons.

Cummings, T. G. and Mohrman, S. A. (1987). Self-Designing Organizations: Towards Implementing Quality of Work Life Innovations. In R. Woodman and W. Pasmore (Eds.), Research in Organizational Change and Development, Vol. I. Greenwich: JAI Press.

Lawler, E. E. and Mohrman, S. A. (1987, Spring). Quality Circles: After the Honeymoon. Organizational Dynamics, 15(4), 42-54.

Lawler, E. E. and Mohrman, S. A. (1987). Unions and the New Management. The Academy of Management Executive, 1(4).

Mitroff, I. I. and Mohrman, S. A. (1987, Winter). The Slack is Gone: How the U.S. Lost Its Competitive Edge in the World Economy. The Academy of Management Executive, 1(1).

Mohrman, S. A. (1987, Summer). A Case of Union Management Cooperation: A Contextual Presentation. Consultation.

Mohrman, S. A. (1987). Union Management Cooperative: A Case Study in Ambivalence. In A. Glassman, N. Berger-Davidson and T. Cummings (Eds.), Labor Relations: Reports from the Firing Line. BPI Press.

Mohrman, S. A. and Mitroff, I. I. (1987, June). Business Not as Usual. Training and Development Journal.

Ledford, G. E., Lawler, E. E., & Mohrman, S. A. (1988). The Quality Circle and Its Variations. In J. P. Campbell and R. J. Campbell (Eds.), Frontiers in Industrial/Organizational Psychology, Vol. II: Individual and Group Productivity in Organizations. San Francisco: Jossey-Bass. An edited version appears as a two-part article in Incentive Magazine. (1989, May-June).

Mohrman, A. M., Mohrman, S. A., & Worley, C. G. (1988, January 1). Performance Management in The Highly Interdependent World of High Technology. In The Proceedings of the Conference on Managing the High Technology Firm. Boulder, Colorado, The University of Colorado.

Mohrman, S. A. and Lawler, E. E. (1988). Participative Managerial Behavior and Organizational Change. Journal of Change Management, 1(1).

Lawler, E. E., III and Mohrman, S. A. (1989, April 1). Involvement Management: Champions of Change. Executive Excellence, 6(4).

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Ledford, G. E., Jr., Mohrman, S. A., Mohrman, A. M., Jr., & Lawler, E. E., III. (1989). The Phenomenon of Large-Scale Organizational Change. In A. M. Mohrman et al. (Eds.), Large Scale Organizational Change. San Francisco: Jossey-Bass.

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Lawler, E. E., III, Mohrman, S. A., & Ledford, G. E., Jr. (1992). Employee Involvement and Total Quality Management: Practices and Results in the Fortune 1000 Companies. San Francisco: Jossey-Bass.

- Excerpt published in the Canadian Business Review, Summer, 1992, pp. 38-39.
- Excerpt published in Total Quality Newsletter, 3(9): 1-4. September 1992.

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Mohrman, S. A., Mohrman, A. M., Jr., & Cohen, S. G. (1992). Human Resource Strategies for Lateral Integration in High Technology Settings. In L. R. Gomez-Mejia and M. W. Lawless (Eds.), Advances in Global High Technology Management, Vol. 1. (pp. 31-57). Greenwich: JAI Press.

Wohlstetter, P. and Mohrman, S. A. (1992). School-Based Management: Strategies for Success. A Policy Brief published by the Consortium for Policy Research in Education.

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Mohrman, S. A. (1993, Spring). Empowerment. There's More to It Than Meets the Eye. Tapping the Network Journal of the Quality and Productivity Management Association, 4(1), 14-17.

Mohrman, S. A. (1993). Integrating Roles and Structure in the Lateral Organization. In J. Galbraith and E. E. Lawler, III (Eds.), Organizing for the Future: The New Logic for Managing Complex Organizations. (pp. 109-141). San Francisco: Jossey Bass.

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Ledford, G. E. Jr., Lawler, E. E., III, & Mohrman, S. A., (1995, July-August). Reward Innovation in Fortune 1000 Companies. Compensation and Benefits Review, pp.76-80.

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Mohrman, S. A. (1995, November). Center for Effective Organizations Team-Based Organization Design. Teams: The Magazine for High Performance Organizations and Their Work Teams, pp. 44-47.

Mohrman, S. A., Mohrman, A. M., Jr., & Cohen, S. G. (1995). Organizing Knowledge Work Systems. In M. Beyerlein, D.A. Johnson, and S.T. Beyerlein (Eds.), Advances In Interdisciplinary Studies of Work Teams, Vol. II: Knowledge Work in Teams (pp. 61-91). Greenwich: JAI Press.

Mohrman, S. A., Tenkasi, R. V., Lawler, E. E., & Ledford, G. E. (1995). Total Quality Management: Practice and Outcomes in the Largest US Firms. Employee Relations, 5(3), 27-43.

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Mohrman, A. M., Jr., Mohrman, S. A. & Odden, A. R. (1996, Spring). Aligning Teacher Compensation with Systemic School Reform. Skill-Based Pay and Group-Based Performance Rewards. Educational Evaluation and Policy Analysis, 18(1), 51-71.

Mohrman, S. A. (1996). Entries in L. H. Peters, S. A. Youngblood, and C. P. Greer. (Eds.), Blackwell Dictionary of Human Resources Management: “Knowledge Work,” “Knowledge Teams,” “Self-Managing Teams,” “Quality Circles.” Oxford: Blackwell Publishers.

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Mohrman, S. A. and Lawler, E. E., III, (1996). Motivation for School Reform. In S. H. Fuhrman and J. A. O’Day (Eds.), Rewards and Reform: Creating Educational Incentives That Work. San Francisco: Jossey-Bass.

Mohrman, S. A., Lawler, E. E., III, & Ledford, G. E. Jr. (1996, January/February). Do Employee Involvement and TQM Programs Work? The Journal of Quality and Participation, 19(1), 6-11.

Mohrman, S. A. (1997). Empowerment: There’s More to It than Meets the Eye. In B. Ginnado (Ed.), The Power of Empowerment: What the Experts Say and 16 Case Studies (pp. 15-23). Arlington Heights: Pride Publications.

Mohrman, S. A. and Lawler, E. E., III. (1997, Spring). Transforming the Human Resource Function. Human Resource Management Journal, 36(1), 157-162. Reprinted in D. Ulrich, M. Losey, and G. Lake (Eds.), The Future of Human Resources. New York: John Wiley & Sons. 1997.

Mohrman, S. A. and Mohrman, A. M., Jr. (1997). Fundamental Organizational Change as Organizational Learning: Creating Team-Based Organizations. In W.A. Pasmore and R.W. Woodman (Eds.), Research in Organizational Change and Development, Vol. 10 (pp. 197-228). Greenwich: JAI Press, Inc.

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OTHER PROFESSIONAL ACTIVITIES

EXECUTIVE BOARD: *Organization Development Division of the Academy of Management*, 1988-1993; *Board of Governors, The Academy of Management*, 1995-1998. *Board of Governors: The Human Resource Planning Society*, 1998-2002.

EDITORIAL BOARD MEMBER: *Human Resource Planning; Journal of Action Research; Journal of Applied Behavioral Sciences*

REVIEW PAPERS: for the following divisions of the National Academy of Management: Organizational Development and Change, Organizational Behavior, Human Resources.

REVIEW FOR JOURNALS: *Journal of Occupational Behavior, Academy of Management Review, Academy of Management Journal, Academy of Management Executive, and IEE Transactions on Engineering Management, Human Resources Management, Journal of Change Management.*

REVIEW TEXTS AND BOOKS: for Addison-Wesley, John Wiley, Harvard Press and Cornell University Press, Jossey-Bass, Sage.