

VITA

JOHN L. COTTON

August, 2016

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Department of Management
College of Business Administration
Marquette University
Milwaukee, Wisconsin 53233

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2475 DeCarlin Dr.
Brookfield, Wisconsin 53045

Phone: (262) 796-0084

Personal Data

Place of Birth: Beloit, Wisconsin
Date of Birth: May 11, 1952
Marital Status: Married, one daughter, Sarah, one son, Aaron

Academic Appointments

1999–2006 Chair of Management Department

1996- Faculty Director of Executive MBA Program, College of Business
Administration, Marquette University, Milwaukee

1995- Professor of Management, College of Business
Administration, Marquette University, Milwaukee

1990-1995 Associate Professor of Management, College of Administration,
Marquette University, Milwaukee

1987-1990 Assistant Professor of Management, College of
Business Administration, Marquette University,

1981-1987 Assistant Professor of Organizational Behavior, School of
Management and Krannert Graduate School of Management,
Purdue University, West Lafayette, Indiana

1980-1981 Visiting Assistant Professor, Department of Management
Science, School of Business, University of Iowa, Iowa City

1979-1980 Visiting Assistant Professor, Department of
Psychology, Iowa State University, Ames, Iowa

1978-1979 Temporary Instructor, Department of Psychology,
Iowa State University, Ames, Iowa

1974-1978 Teaching Assistant and Research Assistant, Department of
Psychology, University of Iowa, Iowa City, Iowa

Education

1974 B.A., Psychology, University of Wisconsin

1976 M.A., Psychology, University of Iowa

1979 Ph.D., Psychology, University of Iowa
Dissertation Title: Effects of Anonymity in Group Polarization and
Decision-making

Awards and Honors

Winner of the 1999 Research Award by the American Society of Training
and Development. (for Ragins, B.R., & Cotton, J.L. (1999). Mentor
functions and outcomes: A comparison of men and women in formal and
informal mentoring relationships. Journal of Applied Psychology, 84,
529-550)

Winner of the 1998 Best Applied Paper Award, Careers Division of
the Academy of Management

Choice Magazine's 1993 Outstanding Academic Book Award

Winner of the 1991 Addison-Wesley award (best paper in the Careers division of the Academy of Management)

Finalist for 1989 Dorothy Harlow award (best paper in the Women in Management division of the Academy of Management)

Participant in Junior Faculty Development Workshop, Organizational Theory Division, Academy of Management, August 1983

Teaching-Research Fellowship, University of Iowa, 1974-1978
B.A. with Honors, University of Wisconsin, 1974
Dean's List, University of Wisconsin, 1971-1974

Courses Taught

Doctoral:

- Seminar in Organizational Behavior (Micro OB)
- Introduction to Research Methodology
- Field Research Methodology
- Seminar in Participation
- Current Readings in Organizational Behavior
- Graduate Seminars in Social Psychology

Masters:

- Organizational Behavior
- Leadership and Organizational Change
- Leadership: The Good, The Bad, and The Ugly

Undergraduate:

- Motivation and Leadership
- Organizational Behavior
- Individual Behavior in Organizations
- Human Resource Management
- Group Behavior in Organizations
- Environmental Psychology
- Small Group Behavior
- Social Psychology

Executive Education Courses:

Managing People in Organizations – Marquette University Executive MBA Program
Motivation and Communication -- KCS, Inc., External Mentor Program
Technology and the Organization -- GM/UAW Paid Educational Leave, Oak Creek.
Japan and International Competition -- GM/UAW Paid Educational Leave, Oak Creek.
Organizational Behavior -- The Krannert Executive Master's Degree Program
Organizational Behavior -- The Krannert Farm Bureau Coop Executive Development Seminar
Blue Cross/Blue Shield Executive Seminar on Negotiating

Supervision of Theses and Dissertations

Chaired two Dissertation Committees and member of two others (Marquette University)
Member of Six Dissertation Committees (Purdue University)
Committee member of Master's Thesis Committees in Communication, Industrial Engineering, and Psychology (Purdue University)
Supervised the independent research projects of seven Ph.D. students, and numerous Masters students (Purdue and Marquette University)

Professional Societies

Academy of Management
American Psychological Society
Society for Industrial and Organizational Psychology
Midwest Academy of Management
Organizational Behavior Teaching Society
Sigma Xi

Publications

Books

Cotton, J.L. (1993). Employee Involvement: Methods for Improving Performance and Work Attitudes. Newbury Park: Sage Press.

Journal Articles and Book Chapters

Cotton, J.L., O'Neill, B., & Griffin, A. (2014). The Whiteness of a Name: "White" is the Baseline? *Journal of Managerial Psychology*, 29(4), 405-422.

Stewart, A., & Cotton, J.L. (2013) Making sense of entrepreneurship journals: Journal rankings and policy choices. *International Journal of Entrepreneurial Behaviour and Research*, 19, 303-323.

Cotton, J.L., & Stewart, A. (2013). Evaluate your business school writings as if your strategy matters. *Business Horizons*, 56(3), May, 323-332.

Cotton, J.L., O'Neill, B., & Griffin, A. (2008). "The 'Name Game': Attitudes and Discrimination Based on First Names. *Journal of Managerial Psychology*. 23(1), 18-39.

Ragins, B.R., Cotton, J.L., & Miller, J.S. (2000). Marginal mentoring: The effects of type of mentor, quality of relationship, and program design on work and career attitudes. *Academy of Management Journal*, 43, 1177-1194

Ragins, B.R., & Cotton, J.L. (1999). Mentor functions and outcomes: A comparison of men and women in formal and informal mentoring relationships. *Journal of Applied Psychology*, 84, 529-550.

Cotton, J.L. (1997). Does Employee Involvement Work? Yes, Sometimes. *Journal of Nursing Care Quality*, 12(2), 33-45.

Cotton, J.L. (1996). Employee involvement. In C.L Cooper & I.T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology*, Vol. 11. London: John Wiley & Sons, pp. 219-242.

Ragins, B.R., & Cotton, J.L. (1996). Jumping the hurdles: Barriers to mentoring for women in organizations. *Journal of Leadership and Organizational Development*, 17(3), 38-42.

Ragins, B., & Cotton, J.L. (1993). Gender and willingness to mentor in organizations. *Journal of Management*, 19(1), 97-111.

Cotton, J.L., McFarlin, D.B., & Sweeney, P.D. (1993). A Cross-national Comparison of Employee Participation: Insights for American Management" *Journal of Managerial Psychology*, 8(1), 10-19.

McFarlin, D.B., Sweeney, P.D., & Cotton, J.L. (1992). Attitudes toward employee participation in decision-making: A comparison of European and American managers in a U.S. multinational. Human Resource Management Journal, 31(4), 363-383.

Ragins, B., & Cotton, J.L. (1991). Easier said than done: Gender differences in perceived barriers to gaining a mentor. Academy of Management Journal, 34, 939-951.

Sweeney, P.D., McFarlin, D.B., & Cotton, J.L. (1991). Locus of control as a moderator of the relationship between perceived influence and procedural justice. Human Relations, 44, 333-342.

Cotton, J. L., and Majchrzak, A. (1990). Psychological Predictors of Geographical Relocation: Case Study of a Plant Shutdown. Business and Psychology, 4, 375-384.

Cotton, J.L., Vollrath, D.A., Lengnick-Hall, M.L., & Froggatt, K.L. (1990). Fact: The Form of Participation Does Matter - A Rebuttal to Leana, Locke and Schweiger. Academy of Management Review, 15, 147-153.

McCammon, M., & Cotton, J.L. (1990). Arbitration decisions in subcontracting disputes. Industrial Relations, 29, 135-144.

Schaubroeck, J., Cotton, J. L., and Jennings, K. R. (1989). Antecedents and Consequences of Role Strain: A Covariance structure analysis. Journal of Organizational Behavior, 10, 35-58.

Cotton, J. L., Froggatt, K. L., Jennings, K. R., Lengnick-Hall, M. L., and Vollrath, D. A. (1988). Employee Participation: Diverse Forms and Different Outcomes. Academy of Management Review, 13, 8-22. Reprinted in J.W. Newstrom & K. Davis (Eds.), Organizational Behavior: Readings and Exercises, 8th Ed., 1989).

Majchrzak, A., and Cotton, J. L. (1988). A Longitudinal Study of Adjustment to Technological Change: The Case of Job Transfers from Mass to Computer-Automated Batch Production. Journal of Occupational Psychology, 61, 43-66.

Froggatt, K. L. and Cotton, J. L. (1987). The Impact of Type A Behavior Pattern on Role Overload Induced Stress and Performance Attributions. Journal of Management, 13, 87-98.

- Cotton, J. L. (1986). Ambient Temperature and Violent Crime. Journal of Applied Social Psychology, 16, 786-801.
- Cotton, J. L. and Tuttle, J. M. (1986). Employee Turnover: A Meta-Analysis and Review with Implications for Research. Academy of Management Review, 11, 55-70.
- Cotton, J. L. (1985). Cognitive Dissonance in Selective Exposure. In D. Zillman and J. Bryant (Eds.), Selective Exposure to Communication. Lawrence Erlbaum. (Volume 1 in Erlbaum's Series on Communication).
- Cotton, J. L. (1984). Why getting additional data often slows decision making--and what to do about it. Management Review, (May), 56-61.
- Cotton, J. L. and Cook, M. S. (1982). Meta-analyses and Effects of Various Reward Systems: Some Different Conclusions From Johnson et al. Psychological Bulletin, 92, 176-183.
- Cotton, J. L. (1982). Objective Versus Advocacy Models of Enterprise: A Comment on the Mitroff Myth. Academy of Management Review, 7, 133-135.
- Cotton, J. L. (1981). A Review of Research on Schachter's Theory of Emotion and the Misattribution of Arousal. European Journal of Social Psychology, 11, 365-397.
- Rosenbaum, M. E., Moore, D. L., Cotton, J. L., Cook, M. S., Hieser, R. A., Shovar, M. N. and Gray, M. J. (1980). Group Productivity and Process: Pure and Mixed Reward Structures and Task Interdependence. Journal of Personality and Social Psychology, 39, 626-642.
- Cotton, J. L. and Hieser, R. A. (1980). Selective Exposure to Information and Cognitive Dissonance. Journal of Research in Personality, 14, 518-527.
- Cotton, J. L. and Baron, R. S. (1980). Anonymity, Persuasive Arguments, and Choice Shifts. Social Psychology Quarterly (formerly Sociometry), 43, 391-404.
- Cotton, J. L. (1980). Verbal Reports on Mental Processes: Ignoring data for the sake of the theory? Personality and Social Psychology Bulletin, 6, 278-281.

Cotton, J. L., Baron, R. S. and Borkovec, T. D. (1980). Caffeine Ingestion, Misattribution Therapy, and Speech Anxiety. Journal of Research in Personality, 14, 196-206.

International/National Proceedings

Cotton, J.L. (1994). Mentoring and the Transfer of Work Values in Multinational Firms. Proceedings of the Fourth International Conference on Work and Organizational Values. International Society of the Study of Work and Organizational Values, Barcelona, Spain, July, 1994.

Cotton, J.L. (1992). Employee participation in the United States versus Europe. Proceedings of the Third International Conference on Work and Organizational Values. International Society of the Study of Work and Organizational Values, Karlovy Vary, Czechoslovakia, July, 1992.

Sweeney, P.D., McFarlin, D.B. & Cotton, J.L. (1991). Employee participation and mental health: A test of a mediational model. IRRA 43RD Annual Proceedings, (pp. 390-396). Madison, WI: Industrial Relations Research Association.

Ragins, B., & Cotton, J.L. (1991). Gender differences in willingness to mentor. Proceedings of the 51th Annual Meeting of the Academy of Management, August, 1991.

Ragins, B., & Cotton, J.L. (1989). Perceived barriers to mentors among male and female proteges. Proceedings of the 49th Annual Meeting of the Academy of Management, August, 1989.

Froggatt, K. L. and Cotton, J. L. (1984). Effects of Sex and Type A Behavior Pattern on Overload and Underload Induced Stress: a Laboratory investigation. Proceedings of the 44th Annual Meeting of the Academy of Management, August, 1984.

Other Publications

Cotton, J.L. (2001). Review of "Mentoring Dilemmas: Developmental Relationships within Multicultural Organizations. Administrative Science Quarterly, 46, 153-157.

Cotton, J.L. (1999). Forward. In A. Sagie & M. Koslowsky, Participation and empowerment: Modeling, effectiveness, and applications. Sage: Thousand Oaks, CA.

Cotton, J.L. (1995). Participation's effect on performance and satisfaction: A reconsideration of Wagner. Academy of Management Review, 20, 276-278.

Ragins, B.R., & Cotton, J.L. (1993). Wanted: Mentors for Women. Personnel Journal, 72(4), April, 20.

Working Papers

Cotton, J.L., & Adya, M. "Mentoring of American and Indian IT Professionals"

Cotton, J.L., Adya, M., & Stewart, A. "Information Systems: Cohesive Across it's Technical and Managerial - Social Science Orientations"

Stewart, A. & Cotton, J. L. "Evaluating IS Journal Quality and the AIS Senior Scholars Basket: A Conceptual Replication of Lowry et. al. (2014)"

O'Neill, B. & Cotton, J.L. "The Influence of Workplace Triggers and Justice on Work Attitudes"

Hassell, M. & Cotton, J.L. "Computer-Mediated Team Performance"

Paper Presentations

Hassell, M., & Cotton, J.L. "The Consequences of Seeing Oneself on Camera: Toward Improved Virtual Team Performance. Presented at the Academy of Management National meeting, Anaheim, CA, August, 2016.

Cotton, J.L., & Simmons, J. "The Hybrid On-Line EMBA Program: Lessons and Insights in Year Two". Presented at the EMBA international meeting, Paris, France, October, 2012.

Cotton, J.L., & Simmons, J. "Moving to a Hybrid On-Line EMBA Program: The Good, The Bad and The Ugly". Presented at the EMBA international meeting, Miami, Florida, October, 2011.

Adya, M., & Cotton, J.L. "Exploring the Role of Mentoring in the IS Profession: A Cross-National Comparison". Presented at the ACM SIGMIS CPR conference, Milwaukee, WI, June, 2012.

Cotton, J.L., & Stewart, A. "Where Should I Publish? The Problems of Ranking Journals". Presented at the Academy of Management national meeting, Montreal, August, 2010.

Cotton, J.L., Griffin, A., & O'Neill, B. "Whiteness of a name: When 'White' is the Baseline". Presented at the Society of Industrial and Organizational Psychology national meetings, San Francisco, April 2008.

Cotton, J.L., O'Neill, B., & Griffin, A. "The 'Name Game': Attitudes and Discrimination Based on First Names" Presented at the American Psychological Society national meeting, Los Angeles, May, 2005.

Ragins, B.R., & Cotton, J.L. "Marginal mentoring: An examination of the effects of type of mentor, gender, and program design on work and career attitudes" Presented at the Academy of Management national meeting, Toronto, August, 2000.

Ragins, B.R., & Cotton, J.L. The Rise (and Fall?) of Formal mentoring: A Comparison of Work and Career Attitudes Among Formally Mentored, Informally mentored and Nonmentored Employees" Presented at the Society for Industrial and Organizational Psychology national meeting, April, 2000.

Ragins, B.R., & Cotton, J.L. (1999). Mentor functions and outcomes: A comparison of men and women in formal and informal mentoring relationships. Presented at the American Society for Training and Development, Houston, May, 2000 (Winner of ASTD Research Award)

Ragins, B.R., & Cotton, J.L. Mentor functions and outcomes: A comparison of men and women in formal and informal mentoring relationships. . Presented at the Academy of Management national meeting, San Diego, August, 1998.

Ragins, B.R., & Cotton, J.L. The influence of gender ratios on organizational attitudes and outcomes. Presented at national meeting of the Society of Industrial and Organizational Psychology, San Diego, CA, April, 1996.

Cotton, J.L. Protege Outcomes from Formal and Informal Mentoring. Presented at national meeting of the Society of Industrial and Organizational Psychology, Orlando, Florida, May, 1995.

Cotton, J.L. Mentoring and the Transfer of Work Values in Multinational Firms. Presented at the meeting of the International Society For the Study of Work and Organizational and Organizational Values, Barcelona, Spain, July, 1994.

Cotton, J.L. Employee participation in the United States Versus Europe. Presented at the meeting of the International Society for the Study of Work and Organizational Values, Carlsbad, Czechoslovakia, July, 1992.

McFarlin, D.B., Sweeney, P.D., & Cotton, J.L. European and American

managers' views on employee participation. Presented at the national meeting of the Society of Industrial and Organizational Psychology, Montreal, May, 1992.

McFarlin, D.M., Sweeney, P.D., & Cotton, J.L. Attitudes toward employee participation in decision making: An empirical comparison of European and American managers. Eastern Academy of Management's Fourth Annual Conference on Managing in a Global Economy, Nice, France, June, 1991.

Cotton, J.L. Increasing employee involvement through self-directed teams. Presented at the Academy of Management national, Miami, August, 1991.

Ragins, B.R., & Cotton, J.L. Gender differences in willingness to. Presented at the Academy of Management national, Miami, August, 1991.

Cotton, J.L., & Sweeney, P.D. Management perspectives on participation: A cross-national comparison. Presented at the Academy of Management national meeting, San Francisco, August, 1990.

Sweeney, P.D., Cotton, J.L., & McFarlin, D.B. The impact of employee participation on individual mental health. Presented at the Academy of Management national meeting, San Francisco, August, 1990.

Ragins, B.R., & Cotton, J.L. Perceived Barriers to Mentors Among Male and Female Proteges. Presented at the Academy of Management national meeting, Washington, D.C., August, 1989.

Cotton, J.L., & Majchrzak, A. Predicting Relocation After a Plant Shutdown. Presented at the National meeting of the Society for Industrial/Organizational Psychology, Boston, April, 1989.

Cotton, J.L., & McCammon, M. Understanding and Predicting the Decisions of Arbitrators. Presented at the Academy of Management national meeting, Anaheim, CA, August, 1988.

Cotton, J.L., & Majchrzak, A. Model and Test of Socialization Processes Relocation. Presented at the Society for Industrial and Organizational Psychology national meeting, Dallas, Texas, April, 1988.

Cotton, J.L. (Chair) Symposium on "New Statistical Approaches to Turnover Research" Presented at the Society for Industrial and Organizational Psychology national meeting, Dallas, Texas, April, 1988.

Schaubroeck, J., Cotton, J.L., & Jennings, K.R. A Causal Model of the Antecedents and

Consequences of Role Strain. Presented at the Academy of Management National Meeting, August 1987.

Majchrzak, A., & Cotton, J.L. The Longitudinal Study of Adjustment to Technological Change: The Case of Job Transfers from Mass to Computer-Automated Batch Production. Presented at the Academy of Management National Meeting, August 1987.

Cotton, J.L., & Rayman, D.M. The Impact of Prototypes on Evaluations. Presented at the Society for Industrial and Organizational Psychology National Meeting, April, 1987.

Cotton, J.L. Participation in Work Decisions. In J.L. Cotton (Chair), Rethinking Employee Participation. Symposium presented at the Academy of Management National Meeting, August 1985.

Cotton, J.L., & Cook, M.S. Sex and Confidence Differences Between BARS and Non-Anchored Ratings. Presented at the American Psychological Association Meeting, August 1984.

Froggatt, K.L., & Cotton, J.L. Effects of Sex and Type A Behavior Pattern on Overload- and Underload-Induced Stress: A Laboratory Investigation. Presented at the Academy of Management National Meeting, August 1984.

Cotton, J.L., & Tuttle, J.M. Employee Turnover: A Meta-Analysis with Implications for Research. Presented at the Academy of Management National Meeting, August 1983.

Cotton, J.L. Temperature, Humidity, and Violent Crime. Presented at the American Psychological Association Meeting, August 1982.

Cotton, J.L. Work-relevant prototypes and interpersonal perception. Presented at the Midwestern Psychological Association Meeting, May 1982.

Cotton, J.L. Ambient temperature and violent crime. Presented at the Midwestern Psychological Association meeting, May 1981.

Cotton, J.L., & Baron, R.S. The effects of anonymity on group polarization. Presented at the Midwestern Psychological Association Meeting. May 1979.

Cotton, J.L. Cognitive dissonance and selective exposure to information. Presented at the Midwestern Psychological Association Meeting, May 1978.

Rosenbaum, M.E., Moore, D.M., & Cotton, J.L. Group productivity: The effect of reward structures. Presented at the Midwestern Psychological Association Meeting, May 1977.

Cotton, J.L., Baron, R.S., & Borkovec, T. Caffeine, familiarity, and the misattribution of anxiety. Presented at the Midwestern Psychological Association Meeting, May 1977.

Research Grants

"Mentoring in International Firms". Center for International Studies, Marquette University, 1994.

Summer Research Fellowship, Marquette University, Summer, 1994.

"The Influence of Formal and Informal Mentors on Women in Traditional and Nontraditional Occupations", with Belle R. Ragins. Department of Labor, 1991.

Summer Research Fellowship, Marquette University, Summer, 1990.

"Determining the Link Between Self-Directed Work Groups and Mental Health: A Longitudinal Analysis", with Dean McFarlin and Paul Sweeney. National Institutes of Mental Health, 1988.

Summer Research Grant, College of Business Administration, Marquette University, Summer, 1989, 1991, 1992., 1993, 1995, 1996, 1997, 2007

"Assessing the Link Between Self-Directed Work Groups and Political Participation", with Dean McFarlin and Paul Sweeney. Bradley Institute for Democracy and Public Values, 1988.

Krannert Summer Research Fellowship, Summer, 1986.

"The Impact of a Plant Shutdown and the Relocation of Production Workers," with A. Majchrzak, Western Electric Foundation, 1984.

"Factors Affecting Socialization," Purdue University Faculty XL Grant, Summer 1984.

Service

Purdue University

Organizational Behavior Policy Committee, 1981-1986
Organizational Behavior Doctoral Student Admissions Coordinator, 1981-1985
Chairman, Organizational Behavior Preliminary Exam Committee, 1982-1986
Management Policy Committee, 1985-1986
Organizational Behavior/Human Resources Merger Committee, 1983-1984
Krannert Colloquium Committee, 1982-1986
Faculty Director of the Behavioral Science Center, 1981-1986
Organizational Behavior Placement Coordinator, 1984-1986

Marquette University

Marquette University Sabbatical Review Committee 2015-present
Marquette University Committee on Faculty, Chair, 2010-2014
Marquette University Board of Undergraduate Studies, 2007-2010
College of Business Undergraduate Committee, 2007-2010
College of Business Graduate Directors Committee, 2005-present
College of Business Faculty Research Committee 2010-2011, 2014-2016
College of Business Executive Council, 1990-1992, 1999-2006
College of Business Graduate Committee, 1988-1990, 1994-2005
Chair, Executive MBA Committee, 1995-1998.
College of Business Administration, Promotion and Tenure Committee, 1990-1993
Chair, Task Force on Health Care Management Degree, 1992-1995.
University Board of Graduate Studies, January 1993-June 1993.
Brooks Memorial Union Advisory Board, 1988-1993.

Review Activities

Former Member of Editorial Board of:

Journal of Organizational Behavior
Organizational Analysis
Management Communication Quarterly

Referee for:

Journal of Applied Psychology

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Industrial and Labor Relations Review
Psychological Bulletin
Organizational Behavior and Human Decision Processes
Personnel Psychology
Journal of Management
Journal of Applied Social Psychology
Journal of Managerial Psychology
Journal of Business and Psychology
International Journal of Organizational Analysis
Journal of Management Studies
Journal of Business Research
Sex Roles: A Journal of Research
Social Psychology Quarterly (formerly Sociometry)
European Journal of Social Psychology

National Science Foundation

Dryden Press

Richard D. Irwin, Inc.

West Educational Publishing.

Business Publications, Inc.

Academy of Management National Meetings, PHR Division

Academy of Management National Meetings, OB Division.

Society of I/O Psychology National Meeting