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Department of Management  
School of Business and Management  
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## **EDUCATION**

**Ph.D.** Organization Science, The University of Texas at Austin, USA.

**M.A.** Personnel Management and Industrial Relations, Tata Institute of Social Sciences,  
Bombay, India.

**B.A.** Psychology, Bombay University, India.

## **WORK EXPERIENCE**

Hong Kong University of Science and Technology, July 2007 to 2010, Associate Professor, July 2010 Professor

Australian Graduate School of Management, January 2002 to June 2007, Senior Lecturer; Associate Professor

Fuqua School of Business, Duke University, January to June 2004, Adjunct Professor.

University of Queensland, July 1998 to December 2001. Lecturer

Western Michigan University, August 1996 – July, 1998. Assistant Professor.

The University of Texas at Austin, 1991-1996. Assistant Instructor, Research Assistant.

Tata Management Training Centre, 1986-1991. Faculty member.

Price Waterhouse, 1985-1986. Assistant Consultant.

## **RESEARCH AWARDS AND GRANTS**

### Awards:

Academy of Management Review, 2007 Best Paper Award  
AGSM Early Career Research Award, 2004

### Grants;

General Research Fund Grant of the HK Research Council for 2009-2011  
Direct Allocation Grant at HKUST 2007-2008

Faculty Research Grant at AGSM, 2003  
Australian Research Council SPIRT Grant, 2000 – 2003  
ARC SPIRT Incentive Scheme at the University of Queensland, 1999.  
New Staff Research Start-Up Fund at the University of Queensland, 1999.  
ARC Small Grant / Early Career Research Grant at the University of Queensland, 1999.  
Society for Human Resource Management Foundation research award 1997.  
Dean's Research Grant at the Haworth College of Business, Western Michigan University. 1997.  
Harvey Wilson Doctoral Dissertation Award from the Society for Human Resource Management Foundation. 1995.  
Eugene and Dora Bonham Memorial Fund at the University of Texas at Austin. 1995.

### **SIGNIFICANT PUBLICATIONS**

Chattopadhyay, P., George, E. & Ng, C.K. (in alphabetical order). Forthcoming. An uncertainty reduction model of relational demography. *Research in Personnel and Human Resource Management*.

George, E., Chattopadhyay, P. Zhang, L. (forthcoming) Helping hand or competition? The moderating influence of permeability on the relationship between blended workgroups and employee attitudes and behaviors . *Organization Science*

George, E. and Ng, C. 2010. Nonstandard Workers: Work Arrangements and outcomes. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology*. Washington, DC: American Psychological Association, Vol.1: 573-596.

Chattopadhyay, P., George, E., & Shulman, A. 2008. The asymmetrical influence of sex dissimilarity in distributive vs. colocated work groups. *Organization Science*, 19: 581-593.

Ashford, S. J., George, E., & Blatt, R. 2008. Old assumptions, new work: The opportunities and challenges of research on nonstandard employment. In J. P. Walsh & A. P. Brief (Eds.), *Annals of the Academy of Management, Vol. 1*. pages 65-118. Mahwah, NJ: Lawrence Erlbaum.

George, E., Chattopadhyay, P., Sitkin, S.B., & Barden, J. 2006. Cognitive underpinnings of institutional persistence and change: A framing perspective. *Academy of Management Review*, 31: 347-365.

WINNER OF THE ACADEMY OF MANAGEMENT REVIEW  
BEST PAPER AWARD 2007

George, E. & Chattopadhyay, P. 2005. One Foot in Each Camp: The Dual Identification of Contract Workers. *Administrative Science Quarterly*, 50: 68-99.

Chattopadhyay, P., George, E., and Lawrence, S. 2004. Why does dissimilarity matter? Exploring self-categorization, self-enhancement and uncertainty reduction. *Journal of Applied Psychology*, 89: 892-900.

Chattopadhyay, P., Tluchowska, M., & George, E. 2004. Identifying the in-group: A closer look at the influence of demographic dissimilarity on employee social identity. *Academy of Management Review*, 29: 180-202.

Davis-Blake, A., Broschak, J., & George, E. 2003. Happy together? How using nonstandard workers affects exit, voice and loyalty among standard workers. *Academy of Management Journal*, 46: 475-485.

George, E. 2003. External Solutions and Internal Problems: The Effects Of Employment Externalization On Internal Workers' Attitudes. *Organization Science*, 14: 386-402.

Chattopadhyay, P. & George, E. 2001. Examining the effects of work externalization through the lens of social identity theory. *Journal of Applied Psychology*, 86: 781-788.

Beyer, J.M., Chattopadhyay, P., George, E., Glick, W.H., ogilvie, d.t., & Pugliese, D. 1997. The selective perception of managers revisited. *Academy of Management Journal*, 40: 716-737.

### **OTHER PUBLICATIONS**

George, E., Levenson, A., Finegold, D., & Chattopadhyay, P. 2010. Extra-role behaviors among temporary workers: How firms create relational wealth. *International Journal of Human Resource Management*, 21(4): 530-550.

George, E. and Qian, C. 2010. Organizational Identity and Organizational Control: How can the two go together? In Sitkin, Sim B, Cardinal ,Laura B., and Bijlsma-Frankema, Katinka (eds.). *Organizational Control*: 167-190. Cambridge, England: Cambridge University Press.

George, E. & Chattopadhyay, P. 2008. Effects of team composition on decision making. In Hodgkinson, G. & Starbuck, W. (Eds.) *The Oxford Handbook of Organizational Decision Making*: 361-379. Oxford: Oxford University Press.

Sitkin, S.B. and George, E. 2005. Managerial Trust-Building Through the Use of Legitimizing Formal and Informal Control Mechanisms. *International Sociology*, 20: 307-338.

George, E. & Chattopadhyay, P. 2002. Do differences matter? Understanding demography-related effects in organisations. *Australian Journal of Management*, 27: 47-55.

Dukerich, J.M., Waller, M.J., George, E., and Huber, G.P. 2000. Moral intensity and managerial problem solving. *Journal of Business Ethics*, 24(1): 29-38.

Deshpande, S.P., George, E., and Joseph, J. 2000. Ethical climates and managerial success in Russian organizations. *Journal of Business Ethics*. 23(2): 211-217.

George, E., Deshpande, S., & Milman, C. 1999. A Comparison of ethical practices of Russian and American Managers. *International Journal of Value –Based Management*, 12:129-136.

### **REFEREED CONFERENCE PRESENTATIONS**

George, E., Chattopadhyay, P., & Feldman, G. 2010. Cognitive Underpinnings of Managerial Actions: Does the Framing of Environmental Demands Matter? Presented at the 2010 INFORMS Annual Meeting, Austin, Tx.

George, E., & Chattopadhyay, P. Crossing Over: The Impact of Permeability on Attitudes of Temporary and Standard Workers. Presented at the 2009 Academy of Management Meeting, Chicago, Il.

George, E., Chattopadhyay, P., & Lawrence, S. 2008. Blended Work Groups: Asymmetric Effect of Work Status Differences on Relationships and Tasks of Standard and Non-Standard Workers. Presented at the 2008 Academy of Management Meeting, Anaheim, Ca.

Chattopadhyay, P., George, E. & Shulman, A. 2005. The influence of sex dissimilarity in distributive versus colocated groups. Presented at the 2005 Academy of Management Meeting, Honolulu, Hi.

George, E., Chattopadhyay, P., Levinson, A., Finegold, D. 2004. Employees Who Want to Belong: Citizenship Behaviors of Workers from Temporary Help Agencies. Presented at the 2004 Academy of Management Meeting, New Orleans, LA.

George, E., & Sitkin, S., 2004. Responding to Stigma: Decision Making under Conditions of Threat. Presented at the 2004 Academy of Management Meeting, New Orleans, LA.

Lawrence, S., Shulman, A., George, E., & Chattopadhyay, P., 2004. The Graying of R&D Workgroups: the Effects of Age Diversity on Developing Publicly Usable Knowledge. Presented at the 2004 Academy of Management Meeting, New Orleans, LA.

George, E., Chattopadhyay, P., Lawrence, S., & Shulman, A. 2003. The Influence of Employment Externalization on Work Content and Employees' Justice Perceptions. Presented at the 2003 Academy of Management Meeting, Seattle, WA.

Chattopadhyay, P., George, E., & Lawrence, S. 2002. Why does dissimilarity matter? Contrasting self-categorization with similarity–attraction. Presented at the 2002 Academy of Management Meeting, Denver, CO.

George, E., Sitkin, S.B., Chattopadhyay, P., & Barden, J. 2001. Environmental Framing As An Antecedent To Institutional Persistence And Change: Responses To Threat And Opportunities. Presented at the 2001 Academy of Management Meeting, Washington DC.

Chattopadhyay, P., George, E., & Lawrence, S. 2000. Effects of demographic dissimilarity in work groups: contrasting social identity theory with the similarity–attraction paradigm. Presented at the 2000 Academy of Management Meeting, Toronto, ON, Canada.

Dahl-Jorgensen, H., & George, E. 2000. A Knowledge-Based Perspective on Employment Externalization: Effects of Personal Interaction and Knowledge Complexity on the Outcome of a Knowledge Transfer Process. Presented at the 2000 Academy of Management Meeting, Toronto, ON, Canada.

Dahl-Jorgensen, H., George, E. Wong, R. 1999. Corporate Brain-Drain: Knowledge Loss on Account of External Experts. Presented at the 1999 ANZAM Conference, Hobart, Australia.

George, E. & Chattopadhyay, P. 1999. One foot in each camp: The dual identification of contract workers. Presented at the 1999 SASP Conference, Coolum, Qld; . Presented at the 1999 Academy of Management Meeting, Chicago, IL, USA.

Chattopadhyay, P. and George, E. Examining the effects of work externalization through the lens of social identity theory. Presented at the 1998 Academy of Management Meeting, San Diego, California.

Chattopadhyay, P., & George, E. OCB in Mixed Groups: A Study of Work Groups with Temporary and Internal Workers. Presented at the 1997 Academy of Management Meeting, Boston, Massachusetts.

George, E. The Effects of External Workers on Internal Workers' Commitment. Presented at the 1996 Academy of Management Meeting, Cincinnati, Ohio.

Davis-Blake, A., George, E., and Broschak, J. When temporary solutions create permanent problems: How use of contingent workers affects full-time, permanent employees. Presented at the 1994 Academy of Management Meeting, Dallas, Texas.

Dukerich, J.M., Waller, M.J., George, E., and Huber, G.P. Moral intensity in group problem solving. Presented at the 1993 Academy of Management Meetings, Atlanta, Georgia.

Glick, W.H., Beyer, J.M., Chattopadhyay, P., George, E., Knoll, K., ogilvie, d., Pugliese, D., and Saxena, S. The selective perception of managers revisited. Presented at the 1993 Academy of Management Meeting, Atlanta, Georgia

### **INVITED TALKS**

One foot in each camp: Dual identification of contract workers. Presented at Melbourne Business School, October 2003, Melbourne, Australia.  
Department of Industrial Engineering, Stanford University, April, 2004  
Department of Management, University of Connecticut, March 2004  
Management Department, Fuqua School of Business, Duke University, April, 2004.

Employment externalization: When temporary solutions create permanent problems.  
Presented at

The 3rd IO Psychology Symposium at the University of Queensland, School of Psychology, Brisbane, Australia, July 2003  
Management Department, W.P Carey School of Business, Arizona State University, February, 2004

Employment externalization: When temporary solutions create permanent problems.  
Presented at the second annual meeting of the Society for Organizational Behavior in Australia at the Graduate School of Management, Queensland University of Technology, February, 2003, Brisbane, Australia.

Organizational Identification of Leased Workers. Presented at a seminar at the Graduate School of Management, Swinburne University of Technology, May 1997, Melbourne, Australia.

Effects of Employment Externalization. Presented at the University of Arizona, Conference on Human Resources Vs. Labor Costs: The Changing Role of People at Work, November 1995, Tucson, Arizona.

### **MEMBER OF EDITORIAL BOARD**

Organization Studies (Senior Editor)  
Journal of Organizational Behavior  
Academy of Management Journal  
Australian Journal of management (Area Editor)

### **AD-HOC REVIEW EXPERIENCE**

#### Journal Reviews:

Academy of Management Journal  
Applied Psychology: An International Review  
Organization Science  
Journal of Occupational and Organizational Psychology  
European Journal of Work and Organizational Psychology  
Journal of Management  
Journal of Management Studies  
Australian Journal of Management  
British Journal of Social Psychology  
Academy of Management – OB, MOC and OMT Divisions  
PhD Thesis examiner for University of Queensland, Department of Psychology, School of Management; University of Melbourne, Department of Psychology

#### Award Committee Membership:

Member of the committee that selects the biannual Roland Calori Prize for the best paper that appeared in *Organization Studies* in the previous two years. 2005, 2007, 2009

Member of the selection committee for the Cummings Scholarly Achievement Award, recognizing an early- to mid-career scholar, Organizational Behavior Division of the Academy of Management, 2009-2010

Chair of the selection committee for the Cummings Scholarly Achievement Award, recognizing an early- to mid-career scholar, Organizational Behavior Division of the Academy of Management, 2010-2011

Reviewer of Grants:

City University of Hong Kong, Competitive Research Grants, 2010

Hong Kong Research Grants Council. (2007 and 2008).

Australian Research Council's panel of international experts to review applications for Discovery Grants (2005 and 2006).

Social Sciences and Humanities Research Council of Canada (Reviewer for a grant application in 2006)

**PROFESSIONAL AFFILIATIONS**

Academy of Management 1991 to the present

**TEACHING AWARDS AND RECOGNITION**

At Hong Kong University of Science and Technology:

Franklin Prize, 2008. Awarded to the best faculty member for core courses in the MBA program.

Dean's commendation, Winter 2007 and Spring 2008, Spring, 2009

At the University of Queensland:

Teaching Excellence Award, 2000

**COURSES TAUGHT**

Hong Kong University of Science and Technology: Organizational Behavior (MBA), Research methods (PhD), Human Resources Management (UG)

Australian Graduate School of Management: Strategic Human Resources Management (MBA), Research Methods (PhD), Managerial Skills (MBA)

University of Queensland: Human Resources Management (MBA), Organizational Behavior (MBA), Research Methods (PhD)

Western Michigan University: Organizational Behavior (UG), Strategic Management (UG)

**SERVICE AT HKUST**

Service for the University

Member of the OBE Steering Group

Member of Committee for Teaching and Learning Quality

Member of the faculty team for the QAC review of the MBA program

Member of the Working group for the 4 year curriculum development

Speaker at the new faculty orientation organized by CELT for new faculty at HKUST, 2008, 2010

Chairperson at PhD dissertation defenses for School of Engineering and Business School

Member of the executive committee of the University Parents Cooperative

#### Service for the Business School

SBM Senior Teaching Fellow for 2010

Chair of the OBE/QA Steering Committee, 2010

Faculty adviser for undergraduate team taking part in the International Case Competition at Maastricht University, 2010

Wrote articles for the South China Morning Post and Sing Tao Daily on topics of managerial interest, 2010

Taught a sample MBA class for prospective MBA applicants, 2010

Member of the MBA Leadership group, 2008, 2009, 2010

Speaker at new faculty orientation at the business school, 2008, 2009, 2010

Speaker at AMCHAM program in Guangzhou, 2009

Interviewer for MBA applicants, 2008

Judge for Citibank case competition, 2008

#### Service for Department

Chair of the department substantiation and promotion committee, and the department OBE committee

Member of Department executive committee, PhD committee, social committee

#### Doctoral Student Committee Membership

Member, Dissertation Committee for CHEUNG, Siu Yin Sally, graduated in 2010

Member, Dissertation Committee for CHEN, Zhijun

Chair, Dissertation Committee for ZHANG, Lida