

DR. SHANKER MENON
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Education

Ph.D. (1994)	Management/ Organizational Psychology	University of South Florida
M.B.A.(1981)	Management	Mysore University
M.A. (1975)	Economics	Delhi University
B.A. (Hons).(1973)	Economics	Delhi University

Experience:

2005-Present

Associate Professor of Management, College Commerce and Business Administration, Dhofar University. This University is managed by the American University of Beirut one of the oldest American Universities in the world. . In this capacity I was involved in developing the strategic plans for the Colleges of Business Administration, being involved in the University Self-Study process, providing input for research as a member of the University Research Board and being actively involved in the development of a new university. In addition I developed and taught the following courses:

Strategic Management
 Organization Behavior
 Organization Development
 Organization Theory
 Entrepreneurship and Small Business Management

Leadership for Results
 Supply Chain Management
 Project Management
 Operations Management
 Management

Other activities and positions held at Dhofar University:

Acting Dean, College of Business (Summer 2007)

Chair, Department Strategy Development Committee

Member : University Research Board (URB)

Member: Sub Committee on Governance and Administration (Self Study)

Member, Self-Study Sub Committee on Teaching Quality

Member , Self-Study Sub Committee on Student Placement

Member Booster Program.

Other ad hoc Committees

1995 – 2005

Worked as an Associate Professor in Management in Argosy University, Sarasota, U.S.A. teaching classes for DBA's. Provided guidance to doctoral learners in management as Chair and Member of Dissertation Committees in the development, execution and completion of their doctorates. I also served as President of the Faculty Council from 1995-1999. I was also involved in the creation of new masters and doctoral programs in developing new courses and programs of study.

Courses Developed and Taught for Argosy University

Human Resource Management,
 Advanced Human Resource Management
 Strategic Management
 Organizational Consultation
 Career and Lifestyle Planning
 Organization Behavior
 Stress Management
 Personnel Administration

1990-1995:

University of South Florida, Florida: Visiting Assistant Professor teaching courses in management, organizational psychology, organizational behavior, business strategy and policy.

Online Experience:**2000- 2005**

University of Phoenix, SAS, Phoenix, AZ: Worked as a Facilitator for the School of Advanced Studies (Business School) where I conducted the following courses::

1. Advanced Human Relations
1. Organization Behavior (ORG716)
- 2, Management Philosophies (MGT716)
3. Principles of Sound Research (RES711)
4. Research Methods for Social Science Discovery

2003-2005

Capella University: Worked in the School of Business an Technology teaching classes at the masters and doctoral level, setting evaluating and grading comprehensive exams, and guiding learners in the dissertation process as a mentor. Courses taught include:

Management
 Business Strategy
 Human Resource Management
 Organizational Behavior
 Operations Management

1987-1989

Faculty Member for California University of Business and Technology, Hacienda Heights, U.S.A. at their School of Business teaching MBA and DBA students. Classes taught include:

Human Relations Management
Advanced Human Relations Management
Leadership
Organizational Strategy

Other educational experiences:**1989-1990**

Scheduling faculty and courses for University of South Florida, University of Sarasota in the United States.. Was responsible for providing scheduling of services and course development for their international educational programs.

1990-1995

Worked as a consultant with the Division of Independent Study at the University of Florida, Gainesville, Florida, U.S.A. for developing courses. Authored, designed, developed and implemented courses in Industrial/Organizational Psychology, Selection and Training and Marketing..

1995-2000

Guest speaker for the Human Resource Management Adult Certification Program for adult learners for the Lifelong Learning Division at the University of South Florida in Tampa, U.S.A.

Dissertation Committees:

Serving as Chair, Co-Chair and reader in several dissertation committees for business management students. Guiding students at the doctoral/postdoctoral levels in their research as the Chair/Member of several dissertation committees. The dissertations focus mainly on management and strategy in applied research areas.

Committee Memberships

1995-2000

Served as Chair of the Faculty Council, University of Sarasota for three consecutive years. Also Vice President of the Faculty Council at Argosy University.

1995

Appointed International Member of Amnesty International for freeing Prisoners of Conscience.

1987

Appointed Ex-Officio Director of the International Yoga and Meditation Society (A branch of Radha-Madhav Enterprises and mentormantra.com)

Previous Experiences

1992 (Summer/Fall)

Involved in teaching I/O Psychology, Organization Behavior, Organization Theory to seniors. The tasks involved delivering lectures, moderating group discussions focusing on relevant issues, testing students and grading exams. Average class size approximately 70 students.

1991-92

Was responsible for coordinating the Honors Program in the University of South Florida. The program is designed to provide research and analytical skills to a highly select group of students, usually seniors who have excelled academically and intend to pursue careers in teaching and research. Responsibilities included guiding students in developing valid research ideas, formulating hypotheses, and conducting experiments that could ultimately result in an Honors Thesis.

1986-1989

Was involved in the teaching several courses during my graduate study as an instructor. These included:

Courses taught include Human Resource Management, Organization Behavior, Strategic Management, Consumer Behavior in I/O Psychology, Social Psychology at the University of South Florida. I received high ratings for my teaching skills. Classes were mostly at the 4000-5000 level. Duties included teaching, grading and evaluating students.

Taught courses in Industrial/Organizational Psychology, Introductory Psychology, Organization Theory, Organization Behavior, and General Psychology courses at Ohio University. Responsibilities involved teaching, testing and evaluating students. Average class sizes ranged from 60 to 100 students.

Advising students on course requirements and strategies for applying to graduate school including guidance on appropriate mix of courses at undergraduate level, GMAT requirements and graduate school search and application procedure.

1985-1989

Was involved in a federally funded research project designed to alleviate the problem of delinquency among youth in South Florida. More specifically I was involved in improving program efficacy through evaluating the attitudes of the counselors and the administrative staff towards the program and the clients. An attitude survey was conducted and we recommended organizational inputs in terms of organizational development interventions like the formation of autonomous work groups, greater task identification and providing survey feedback on a regular basis.

Consulting/Business Experiences:

1975-1977

Worked for BRADMA, India as a Manager (Training/HRM) coordinating training and selection for their corporate and branch offices. Was also responsible for coordinating in-company international training programs for executives in areas such as company management practices, problem solving and decision making, management of human resources, marketing and sales management. A major component of the job involved conducting organization climate surveys, training needs surveys, and employee attitude surveys. In this context I had to design, administer, analyze surveys and provide feedback to management on a regular basis through in-house meetings, corporate reports, focus groups and corporate newsletters. The jobs involved coordinating various projects at any one point of time and required considerable project management skills. Supervised five staff positions in this job. The job involved extensive travel especially to company locations in South East Asia including India, Singapore and Hong Kong.

1977-1979

Worked as a Management Consultant in CARD (Consulting and Applied Research Division) of Administrative Staff College of India, Hyderabad, India... The job involved conducting management consulting projects including providing clients input on HR Planning, selection strategies, conducting job analyses, and the use of assessment centers and work samples as selection devices for clients in both the private and public sectors. More specifically the job involved working closely with clients at all levels of management to determine the nature of client problems through, providing estimates, conducting organizational diagnoses, doing a scientific study of the of the problem areas and providing feedback to management for future action.

1981-1983

Worked as a Faculty Member in Administrative College of India, Hyderabad, India coordinating training programs for middle and senior managers from industry and government. In this capacity I was involved in coordinating and conducting training programs which were both organization specific as well as sectoral. The job involved providing executives in industry an appreciation of the various facets of management including human resource management, organizational behavior, business strategy and organizational development and use of feedback provided by participants in focusing on specific company problems.

1983-1984

Worked as Business Director for the Baltimore Area Council. In this job I was actively involved in actively overseeing the business functions of the Council which included finances and the human resource functions. Some marketing was also involved.

Articles currently under review :

1. Effectiveness and Practicality of Cultural Intelligence Training Methods : Expert Opinions. Shanker Menon, Edward L. Levine, Peter Chen.

2. A Cross Cultural Comparison of the Relationships between Sex Role Stereotypes and Management Characteristics. Shanker Menon.

Dissertation Topic:

Dissertation topic was a comparative study of leadership styles in a cross-cultural context. More specifically it concerns the impact of job stress on leadership styles and whether this relationship is moderated by cultural factors. This aspect of leadership has not been very widely researched. Minored in International Human Resource Management Strategies. This minor provided an insight into the comparative problems faced by human resource planners in different regions of the world. My other minor was Power and Politics in Organizations.

Currently working on my DBA (Doctorate in Business Administration) and I hope to complete it Summer 2006. The topic is related to managerial problems related to outsourcing.

Currently working on a research project testing the predictability of managerial performance in complex environments using a managerial competence measure derived from computer based simulations in the U.K. and U.S.A.

Professional Memberships :

Listed as a Famous Menon in Wikipedia Encyclopedia

Member, Academy of Management

Member, American Society for Training and Development (ASTD)

Member, HRNET

Member, American Psychological Association (APA)

Member, Society of Industrial Organizational Psychology (SIOP)

Papers/Publications:

Refereed Papers in Conference Proceedings:

Shanker Menon_“Cultural Intelligence and Management Perspectives for a New Millennium”, International Academy of Management and Business, Singapore, March 4-8, 2007. Also Chaired a session on Culture and Management at the APAMB Conference.

Shanker Menon “Working Across Cultures: A Performance Based Evaluation of Emotional Intelligence and Cultural Intelligence” Academy of Business and Administrative Sciences, Montreux, Switzerland, July 21-23, 2006.

Shanker Menon “Organizational challenges in the 21st century: An examination of call centers”. Western Management Association Conference in Las Vegas, Nevada, U.S.A. February 10-14, 2005.

Shanker Menon: “Organizational Citizenship: An Occupation-Specific Examination.” Paper presented on January 2005, in Orlando, Florida for the Applied Business Research Conference, January 2005

Shanker Menon “Organizational Culture and Change: An Examination of the Call Centre Service industry” International Management Conference on Knowledge, Culture and Change, Greenwich, London August 15-20, 2004.

Shanker Menon “ Teaching Methods and Styles: A comparison of traditional and non-traditional teaching methods for traditional and non-traditional students” Paper presented at the College Teaching Methods and Styles Conference in Reno, Nevada, U.S.A. February 2003.

Shanker Menon “Personality and work outcomes: A cross-cultural and cross-generational examination”. Presented at the International Conference in Psychology, Dubai, December 10-12, 2002.

Shanker Menon “Servant Leadership and work outcomes: An examination of call centers. Paper presented at the European Business Research Conference in Edinburgh, Scotland, July 20-25, 2001..

"Time Urgency and Interactions with Role Stressors" presented at the Society for Industrial Organizational Psychology (SIOP-Division 14 of the American Psychological Association) Annual Convention at San Francisco, April 1993.

1994 Paper titled "Personality Structure : A Cross Cultural Examination of the Five Factor Model" presented at the American Psychological Association (APA) Annual Convention held in Los Angeles, August 1994.

Refereed Journal Papers

Menon, S., Narayanan, L., Cultural Intelligence: Strategic Models for a Globalized economy. (2008). *Journal of Global Management Research*, 4 (2), 27-32

Narayanan, L., Menon, S.(2005). Organizational Culture and Change: An Examination of Call Centers, Emotional intelligence and Work outcomes. *The International Journal of Knowledge, Culture and Change Management*, Volume 4, ISSN: 1447-9524.

Menon, S. & Spector, P. E. (1999) A cross-cultural cultural comparison of job stressors and reactions among employees holding comparable in two countries. *International Journal of Stress Management* , 6, 197-212.

Menon, S., Narayanan, L., & Spector, P. E. (1996). Time Urgency and Its Relation to Occupational Stressors and Health Outcomes for Health Care Professionals. In C. D. Spielberger, I. Sarason (Eds), *Stress and Emotion*, (1996) Washington DC : Taylor & Francis.

Narayanan, L., Menon, S., & Spector, P. E. (1999). Stress in the workplace: A comparison of gender and occupations. *Journal of Organizational Behavior*, 20, 63-73.

Narayanan, L., Menon, S., & Levine, E. L. (1995). Personality Structure : A Culture-Specific Examination of the Five-Factor Model. *Journal of Personality Assessment*, 64, 51-62.

Levine, E. L ., Spector, P. E., Menon, S., Narayanan, L., & Cannon-Bowers, J. (1996). Validity Generalization for Cognitive, Psychomotor and Perceptual Tests for Craft Jobs in the Utility Industry. *Human Performance*, 9, 1-22.

References:

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