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**Erika E. Small, Ph.D.**  
**Assistant Professor**

**Department of Management and Decision Sciences**  
**Wall College of Business Administration**  
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## **Academic Background**

### **Degrees**

Ph.D. University of Tennessee, Knoxville, TN, Industrial/Organizational Psychology, 2007  
B.S. Louisiana State University, Baton Rouge, LA, Psychology, 2001

### **Academic Experience**

Assistant Professor, Coastal Carolina University (August, 2007 - Present).  
Assistant Professor, York College of Pennsylvania (August, 2006 - May, 2007).  
Affiliate Assistant Professor, York College of Pennsylvania (January, 2006 - May, 2006).  
Affiliate Assistant Professor, Loyola College of Maryland (January, 2006 - May, 2006).  
Instructor, The University of Tennessee (January, 2004 - May, 2004).  
Graduate Teaching Assistant, The University of Tennessee (June, 2002 - December, 2004).

### **Professional Interests**

#### **Research Interests**

Leadership, Teams, Trust, Conflict

#### **Teaching Interests**

Organizational Behavior, Human Resource Management, Leadership

## **INTELLECTUAL CONTRIBUTIONS**

### **Refereed Articles**

Small, K. W., Smith, J., & Small, E. E. (in press, 2013). The return characteristics of diamonds. *The Journal of Investing*.

Small, K. W., Smith, J., & Small, E. E. (2012). An examination of diamonds as an alternative asset class: Do they have what it takes to make a portfolio sparkle? *Journal of Wealth Management*, 15 (3), 67-74.

Bergman, J. Z., Rentsch, J. R., Small, E. E., Davenport, S. W., & Bergman, S. M. (2012). The shared leadership process in decision making teams. *Journal of Social Psychology*, 152 (1), 17-42.

Bergman, J. Z., Small, E. E., Bergman, S. M., & Rentsch, J. R. (2010). Asymmetry in perceptions of trustworthiness: It's not you, it's me. *Negotiation and Conflict Management Research*, 3 (4), 379-399.

Small, E. E. & Rentsch, J. R. (2010). Shared leadership in teams: A matter of distribution and degree. *Journal of Personnel Psychology*, 9 (4), 203-211.

Small, E. E. & Ulrich, T. A. (2010). The effects of non-traditional pedagogies on student motivated behavior. *Business Education and Accreditation*, 2 (1), 121-134.

Small, E. E. & Diefendorff, J. M. (2006). The Impact of Contextual Self-Ratings and Observer Ratings of Personality on the Personality-Performance Relationship. *Journal of Applied Social Psychology*, 36, 297-320.

### **Refereed Proceedings**

### **Abstract Only**

Ulrich, T. A. & Small, E. E. (2009). The behavioral implications of non-traditional pedagogies within the business curriculum. International Conference on Learning and Administration in Higher Education.

Small, E. E. (2008). Shared leadership in teams: A social network analysis. Southern Management Association Conference.

## **Presentation of Refereed Papers**

### **International**

Bergman, S. M., Small, E. E., Bergman, J. Z., & Bowling, J. (2013, April). Leadership Emergence and Group Development: Longitudinal Analysis of Project Teams. Society of Industrial and Organizational Psychology Annual Meeting, Houston, Texas.

McKinney, A. P. & Small, E. E. (2012, August). Are we missing the mark? Designing and assessing management curricula. Academy of Management Annual Meeting, Boston, Massachusetts.

Bergman, J. Z., Small, E. E., Bergman, S. M., & Rentsch, J. R. (2010). Trust in temporary teams: It's about the trustor. Society for Industrial and Organizational Psychology, Atlanta, Georgia.

Ulrich, T. A. & Small, E. E. (2009). The behavioral implications of non-traditional pedagogies within the business curriculum. International Conference on Learning and Administration in Higher Education, Nashville, Tennessee.

Davenport, S. W., Rentsch, J. R., Small, E. E., & Bergman, J. Z. (2007). Information Sharing and Schema Accuracy in Team Decision Making. Society for Industrial and Organizational Psychology Annual Meeting - 2007, New York, New York.

Delise, L., Gorman, C. A., Rentsch, J. R., & Small, E. E. (2007). The Effects of ILT Accuracy on LMX and Work Outcomes. Society for Industrial and Organizational Psychology Annual Meeting - 2007, New York, New York.

Davenport, S. W., Small, E. E., Zelno, J. A., & Rentsch, J. R. (2005, April). Sharing the wealth of information: The role of shared responsibility in team decision-making. Society for Industrial and Organizational Psychology Annual Meeting - 2005, Los Angeles, California.

Zelno, J. A., Small, E. E., Davenport, W. W., Rentsch, J. R., & Bergman, S. M. (2005, April). Share and Share Alike!: Emergent Shared Leadership in Teams. Society for Industrial and Organizational Psychology Annual Meeting - 2005, Los Angeles, California.

Engel, E. A., Bergman, S. M., Bowler, M. C., Vernon, R., & Zelno, J. A. (2003, April). Let's do it again! Cognitive congruence, perceptions, and team viability. Society for Industrial and Organizational Psychology Annual Meeting - 2003, Orlando, Florida.

Vernon, R. N., Bergman, S. M., Bowler, M. C., Engel, E. A., Zelno, J. A., J.R. Rentsch, D.J. Woehr, (2003, April). Similarity vs. Diversity: The Impact of Personality Congruence on Teams. Society for Industrial and Organizational Psychology, Orlando, Florida.

Zelno, J. A., Bergman, S. M., Bowler, M. C., Engel, E. A., Vernon, R. N., J.R. Rentsch, D.J. Woehr, (2003, April). Are You Thinking What I'm Thinking?: Team Cognition Matters. Society for Industrial and Organizational Psychology, Orlando, California.

Engel, E. A. & Diefendorff, J. M. (2002, April). Personality and Job Performance: The Impact of Contextual Self-Ratings and Observer Ratings. Society for Industrial and Organizational Psychology Annual Meeting - 2002, Toronto, Canada.

### **National**

Small, K. W., Smith, J., & Small, E. E. (2012, November). An examination of diamonds as an investable asset class. Southern Finance Association annual meeting, Charleston, South Carolina.

Ulrich, T. & Small, E. E. (2007, September). Advancing contemporary finance curriculum. Financial Education Association, Southampton, Bermuda.

### **Regional**

Small, E. E. (2008). Shared leadership in teams: A social network analysis. Southern Management Association Conference, St. Pete Beach, Florida.

Ulrich, T. & Small, E. E. (2007). The Behavioral Implications of Non-Traditional Pedagogies within the Business Curriculum. 2007 Western Decision Sciences Institute Annual Meeting, Denver, Colorado.

## Book Chapters

### Refereed

Rentsch, J. R., Small, E. E., & Hanges, P. J. (2008). Cognitions in organizations and teams: What is the meaning of cognitive similarity?, In B. Smith (Ed.), *The People Make the Place: Dynamic Linkages Between Individuals and Organizations* (pp. 127-155). New York: NY: Lawrence Erlbaum Associates.

Rentsch, J. R. & Small, E. E. (2007). Understanding team cognition: The shift to cognitive similarity configurations., In F. J. Yammarino & F. Dansereau (Eds.), *Research in Multi-level issues:Vol. 6. Multilevel Issues in Organizations and Time* (pp. 159-174). Amsterdam: Elsevier.

## Working Papers

Small, E. E., Davenport, S. W. , Bergman, J. Z. , & Rentsch, J. R. (2011). "The effects of aggressive team members on decision-making in teams." targeted for *Journal Of Applied Psychology*.

Small, E. E. (2011). "The measurement of shared leadership: Capturing the key element of leadership distribution".

Venkatraman, S. & Small, E. E. (2011). "A cross-level examination of OCB climate and CWB climate" targeted for *Academy Of Management Journal*.

Bergman, S. M., Bergman, J. Z. , Small, E. E. , & Bowling, J. J. (2010). "Emergent leadership in work teams".

Davenport, S. W., Rentsch, J. R. , Small, E. E. , & Bergman, J. Z. (2009). "The role of of information sharing and team member schema accuracy in team decision making".

## Presentation of Non-Refereed Papers

### National

Ritter, B. A. & Small, E. E. (2011). OBTS Teaching Bootcamp. Southern Management Association Annual Meeting, Savannah, Georgia.

## Professional Associations

## Memberships

Academy of Management, 2009-2013

Coastal Organization of Human Resources, 2009-2013

Organizational Behavior Teaching Society, 2009-2013

Society for Human Resource Management, 2009-2013

Society for Industrial and Organizational Psychology, 2009-2013

American Psychological Association, 2009-2010

Southern Management Association, 2009-2010

## Certifications

Professional in Human Resources (PHR), 2010-2013

## Teaching

## Courses Taught

**Courses from the Teaching Schedule:** Human Behavior in Business (MBA), Human Resource Management, Leading People (MBA), Management and Organization, Management and Organizations

**Courses taught, but not in the Schedule:**

Graduate (MBA) Level

- Leadership and Management
- Human Behavior in Organizations / Organizational Behavior

Undergraduate Level

- Leadership and Change
- Organizational Behavior

- Human Resource Management
- Business Statistics I
- Management and Organizations (traditional and distance learning)

## Other Teaching Activities

### Other Teaching Activities

- 2012 - Other Teaching Activities. CBAD 301 - Management in the News Project (description, materials, rubrics)
- 2012 - Other Teaching Activities. CBAD 374 - HR Toolkit Project (description, materials, rubrics)
- 2011 - Other Teaching Activities. CBAD 371 - Self Assessment Portfolio
- 2011 - Other Teaching Activities. CBAD 774 - Cases and Other Assignments
- 2011 - Other Teaching Activities. CBAD 774 - Class as an Organization Project (with assignments and reflection paper)
- 2011 - Other Teaching Activities. CBAD 774 - vLeader Simulation Reflection Paper
- 2011 - Other Teaching Activities. CBAD 374 - Recruitment and Selection Simulation (Group Project)

## Non-Academic Experience

### National

Leadership Development Facilitator, The University of Tennessee (January, 2003 - December, 2003). Coached, assisted, and aided students in improving their leadership skills via goal setting and performance monitoring.

Assessor, The University of Tennessee (January, 2002 - 2005). Rated candidates' performance in Physician/Executive M.B.A. developmental Assessment Centers; prepared feedback reports for assessment center candidates.

M.B.A. Team Facilitator, The University of Tennessee (August, 2002 - December, 2002). Facilitated teams of first-year M.B.A. students during the completion of team projects; conducted group exercises designed to foster effective teamwork skills; provided feedback concerning team processes.

## Consulting

2010-2011: Coastal Carolina University, Leaders in Training, Presented conflict management training to a group of professionals from CCU and local businesses as part of a leadership development program.

2009: Grand Strand Regional Medical Center, How to Manage Conflict (and not let it get to you), Delivered two 90-minute conflict management training workshops to supervisory staff at Grand Strand Regional Medical Center.

## Paid Service

2010: McGraw Hill, Reviewed Noe, Hollenbeck, Gerhart, & Wright 'Human Resource Management', 7e

2011-2010: Coastal Carolina University, Delivered conflict management training to supervisors at Coastal Carolina University and local businesses through Coastal Carolina University's Leaders in Training Leadership Development Program.

2009: Grand Strand Regional Medical Center, Delivered two 90-minute conflict management training workshops to supervisory staff at Grand Strand Regional Medical Center.

2008: McGraw-Hill Irwin, Reviewed a chapter in Jones/George, Essentials of Contemporary Management, 3e

2007: McGraw-Hill Irwin, Reviewed Kinicki/Williams, Management: A Practical Introduction, 3e

## Service:

### Service to the University

#### Department Assignments

#### **Chair:**

2011-2012: Ad Hoc Committee to Examine the MGTDS Core Curriculum and Program SLOs

2010-2011: Search Committee (Management Position)

**Member:**

2011-2012: Search Committee (Decision Sciences Lecturer)

**College Assignments****Chair:**

2010-2011: Faculty Forum: Served as the coordinator for the College's Faculty Forum, a venue for faculty to discuss issues that impact them.

2009-2010: Wall College of Business Faculty Forum: Facilitated the college's first semester of faculty-led discussion meetings.

**Faculty Advisor:**

2009-2010: Student Chapter of the Society for Human Resource Management: Helped students form a student chapter of SHRM, officially chartered in April 2010.

2009-2010: MBA Student Association

2009 – 2012: Student Chapter of the Society for Human Resource Management: Helped students form a student chapter of SHRM, officially chartered in April 2010. Chapter won Superior Merit Award in 2011

2008-2009: Society for the Advancement of Management

**Member:**

2010-2011: Ad Hoc Committee to Review the MBA Curriculum

2010-2011: Ad Hoc Committee to Review the Curriculum Based on Assessment

**College Assignments****Member:**

2012-2013: Wall College Curriculum Committee: Vice-chair, in preparation to serve as chair in 2013-14

**College Assignments****Other Institutional Service Activities:**

2009-2010: CBAD 371 Validation Exam: Developed a validation exam for CBAD 371 for transfer students.

2008-2009: Special Topics in Research Methods Presentation: Presented a special topics class on experimental and laboratory research in the MBA Research Methods course

2008-2009: WITS Research Presentation: Presented my research on Shared Leadership to students and faculty as part of the college's WITS research series.

**University Assignments****Member:**

2009-2010: Ad-hoc search committee for the Director of Women's and Gender Studies

**University Assignments****Member:**

2011-2012 – 2012-2013: Core Curriculum Committee: Secretary, 2012-2013

**University Assignments****Member:**

2009-2010: Faculty Senate

2009-2010: University Wide Retention Committee

2009-2010: Faculty Senate

2009-2010 – 2011-2012: University Wide Retention Committee

2009-2010 – 2011-2012: Faculty Senate

2008-2009: Editorial Review Board, Bridges: An Interdisciplinary Journal in Celebration of Inquiry

2008-2009 – 2011-2012: Editorial Review Board, Bridges: An Interdisciplinary Journal in Celebration of Inquiry

2007-2008: University Evaluations Committee: Created a procedure for undertaking the development of a new administrator evaluation form; committee dissolved after the Fall 2008 semester.

### **University Assignments**

#### **Other Institutional Service Activities:**

2012: CIDD: Delivered two class sessions for CIDD program

2010: CIDD: Delivered two class sessions for CIDD program

### **University Assignments**

#### **Other Institutional Service Activities:**

2009-2010: TEAL Training: Conducted a training session for the TEAL center on Camtasia software.

2008-2009: Faculty Panel Member, New Faculty Orientation: Participated on a faculty panel for the University's New Faculty Orientation question-answer session.

2008-2009 – 2009-2010: Honors Credit: Developed, assisted with, and evaluated projects for the University's honors program.

### **Dissertation Assignments**

#### **Faculty Advisor:**

2008-2009 – 2009-2010: MBA Student Research Project: Facilitated an MBA student's research project.

## **Service to the Profession**

### **Academic Conference: Discussant**

2008: Southern Management Association Conference.

### **Reviewer - Article / Manuscript**

2012: Journal of Managerial Psychology.

### **Officer: Organization / Association**

2012 – 2013: Organizational Behavior Teaching Society (OBTS). Conference Activities Chair

### **Presentation**

2011: Organizational Behavior Teaching Society (OBTS), Savannah, Georgia. Co-Facilitated the OBTS-sponsored "Teaching Boot Camp" at the annual meeting of the Southern Management Association

2011: Southern Legislative Conference, Conway, South Carolina. Facilitated two educational sessions for the Southern Legislative Conference

### **Reviewer: Conference Paper**

2011 – 2012: Academy of Management.

2010: Society for Industrial and Organizational Psychology.

2009: Organizational Behavior Teaching Society Conference.

2008: SEInFORMS.

2008: Academy of Management.

## **Service to the Community**

### **Other Community Service Activities**

2010: Freedom Readers, Tutored elementary and middle-school kids for Freedom Readers, a local non-profit organization dedicated to promoting literacy for underprivileged youth.

2010: Freedom Readers, Developed tutor-training materials for Freedom Readers, a local non-profit organization dedicated to promoting literacy for underprivileged youth.

2009 – 2010: Board of Directors, Covington Lake Property Owners Association

2009: Habitat for Humanity, Advised graduate research project related to Habitat for Humanity volunteer initiatives. The results of the project were delivered to the local Habitat for Humanity board.

### **Speech / Presentation at a Community Meeting**

2009: Celebration of Inquiry, Delivered a Celebration of Inquiry session entitled 'Exploring Culture' in collaboration with a colleague.

## **Faculty Development**

### **Instructional-Related Conference**

2009: Organizational Behavior Teaching Society Conference, Charleston, South Carolina. Attended sessions on pedagogy and instruction in the area of management and organizational behavior.

### **Research-Related Conference/Seminar**

2010: Society for Industrial and Organizational Psychology Annual Meeting - 2010, Atlanta, Georgia. Attended research-related seminars and sessions.

2010: Academy of Management, Montreal, Canada. Attended research-related seminars and sessions.

### **Other Professional Development**

2012: OBTS Board Meeting, St Catharines, Canada-Ontario. Attended an OBTS Board meeting in preparation to assume a board position

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2010: Celebration of Inquiry, Coastal Carolina University, Conway, South Carolina. Presented two sessions on cross-cultural differences, titled 'Exploring Culture', with Barb Ritter.

### **Professional Seminars / Workshops**

2012: Academy of Management Annual Meeting, Boston, Massachusetts.

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2012: Coastal Organization for Human Resources, Myrtle Beach, South Carolina. Attended monthly meetings and informational presentation on a variety of HR topics - January 12, March 1, April 5, October 4, November 1.

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2012: SHRM Southeast Student Regional Conference, Clemson, South Carolina.

- Attended SHRM Southeast Student Regional conference with the CCU-SHRM student chapter; attended events and sessions tailored to faculty advisors

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2011: Coastal Organization for Human Resources, Myrtle Beach, South Carolina. Attended monthly meetings and informational presentation on a variety of HR topics - February 3, March 3, April 7, August 4, November 4, December 1..

2011: Webinar conducted by Ambrose V. McCall of Hinshaw & Culbertson LLP and sponsored by Lorman Educational Services, Virtual (online webinar), Virtual. Attended Webinar on Social Networking in the Workplace: Policies, Monitoring, and Discipline Issues.

2011: Southern Management Association Annual Meeting, Savannah, Georgia.

2010: National Institutes of Health Certification, n/a, Virtual. Completed the NIH Web-based training course 'Protecting Human Research Participants'

Date of completion: 01/31/2010

Certification Number: 381703.

2010: Coastal Organization for Human Resources, Myrtle Beach, South Carolina. Completed two recertification credit hours for maintenance of PHR professional certification..

2010: Coastal Carolina University - Sexual Harrassment Training, Conway, South Carolina. Attended and completed sexual harrassment training program..

2010: Coastal Organization for Human Resources, Myrtle Beach, South Carolina. Attended monthly meetings and informational presentation on a variety of HR topics..

2009: Coastal Carolina University TEAL Center Distance Learning Summer Institute Program, Conway, South Carolina. Attended 13 workshops related to distance learning from May 18-21, 2009.

2009: Coastal Organization for Human Resources, Myrtle Beach, South Carolina. Attended monthly meetings and informational presentation on a variety of HR topics..

2008: Structural Equation Modeling Course, Chicago, Illinois. Attended 3-day workshop on Structural Equation Modeling and LISREL software, presented by Ralph Mueller and Gregory Hancock and hosted by SSI..

### **Technology-Related Training**

2011: Coastal Carolina University TEAL Center, Conway, South Carolina. Attended TEAL Training: Blackboard Learn Overview, April 5, 11:00am-12:30pm.

2011: Coastal Carolina University TEAL Center, Conway, South Carolina. Attended TEAL training: Blackboard Learn Organizing Content, June 22, 3-4pm.

2011: Coastal Carolina University TEAL Center, Conway, South Carolina. Attended TEAL training: Blackboard Learn Tests, July 25, 2-3pm.

2011: Coastal Carolina University TEAL Center, Conway, South Carolina. Attended TEAL training: Blackboard Learn Grade Book, July 26, 2-3pm.

2011: McGraw-Hill/Irwin, Conway, South Carolina. Attended Blackboard Learn presentation from McGraw Hill (demonstration of Connect integration with Blackboard), April 8 10-11 am.

## **Honors-Awards-Grants**

### **Award**

2012: Advised student chapter, which earned the Superior Merit Award. Society for Human Resource Management.

2012: MBA Professor of the Year. Awarded the "MBA Professor of the Year Award", a student selected award Coastal Carolina University.

2011: Earned second place in the 2011 AVX D.H. Byers Business Paper Award competition for the paper titled 'Asymmetry in perceptions of trustworthiness: It's not you, it's me.' AVX.

2011: Advised student chapter, which earned the Superior Merit Award. Society for Human Resource Management.

2010: Earned second place in the 2010 AVX D.H. Byers Business Paper Award competition for the paper titled 'Shared leadership in teams: A matter of distribution' AVX.

### **Honor**

2012: Emerging Scholar Award. Nominated by my college for the university's Emerging Scholar Award Coastal Carolina University.

2011: Nominated for University's Student Organization Adviser of the Year Award Coastal Carolina University, Office of Student Activities and Leadership.

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## **Qualification: Academic/Professional**

Academically Qualified

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