
Nicholas Twigg

Assistant Professor of Management

Academic Background

Degrees

- D.B.A. Louisiana Tech University, Ruston, LA, Management, 2004
- M.B.A. Southeastern Louisiana University, Hammond, LA, Business Administration, 1995
- B.S. SUNY Albany, Albany, NY, Sociology, 1985

Academic Experience

- Assistant Professor of Management, Coastal Carolina University (2006 - Present).
- Assistant Professor of Management, McNeese State University (2004 - 2006).
- Assistant Professor of Management, Lamar University (2001 - 2004).
- Visiting Professor, Southeastern Louisiana University (2000 - 2001).
- Doctoral Teaching Assistant, Louisiana Tech University (1997 - 1999).
- Instructor, Southeastern Louisiana University (1996 - 1997).

INTELLECTUAL CONTRIBUTIONS

Refereed Articles

- Twigg, N. W. (2009). Educational Leadership: The effects of perceived support, organization-based self-esteem, and citizenship behaviors on student performance. *Journal of School Leadership*, 18, 256-277.
- Kang, B., Twigg, N. W. , & Hertzman, J. (in press, 2009). An examination of social support and social identity factors and their relationships to certified chef's burnout. *International Journal of Hospitality Management*.
- Twigg, N., Fuller, J. B. , & Hester, K. (2008). Transformational Leadership in Labor Organizations: The Effects on Union Citizenship Behaviors. *Journal of Labor Research*, 29 (1), 27-41.
- Twigg, N. & Parayitam, S. (2007). Spirituality as a Determinant of Transformational Leadership: Moderating Effects of Religious Orientation. *Journal of Management, Spirituality, and Religion*, 4 (3), 326 - 354.
- Parayitam, S., Olson, B., & Twigg, N. (2006). Mediating Role of Strategic Choices Between Top Management Team Diversity and Firm Performance: Upper Echelons Theory Revisited. *Journal of Business and Management*, 12 (2), 111-126.
- Pinos, V., Twigg, N., Parayitam, S., & Olson, B. (2006). Leadership in the 21st Century: The Effect of Emotional Intelligence. *Academy of Strategic Management Journal*, 5, 61-74.
- Twigg, N. & Parayitam, S. (2006). Spirit at Work: Spiritual Typologies as Theory Builders. *Journal of Organizational Culture, Communications, and Conflict*, 10 (2), 117-133.
- Guillory, W., Stramwasser, R., Pinos, V., & Twigg, N. (2005). How Ethical Theory May Enhance Corporate Social Responsibilities in the 21st Century. *Ethics and Critical Thinking Journal*, 78-89.
- Twigg, N., Valentine, S., & Elias, R. (2002). A Comparison of Salary Compression Models in Academia: A Look at Pay Allocation Over Time. *The Review of Higher Education*, 26 (1), 81-96.
- Twigg, N. W., Wyld, D., & Brown, G. (2001). A quest for fire: A redefinition and reconceptualization of spirituality. *Insights for a Changing World*.
- Valentine, S. R., Silver, L., & Twigg, N. W. (1999). Locus of control, job satisfaction, and job complexity: The role of perceived race discrimination. *Psychological Reports*, 84, 1267-1273.

Refereed Proceedings

Full Paper

- Twigg, N., Jones, J., & Keels, K. (2009). What organizations can learn from the performing arts. *Proceedings of the 2009 Southwest Academy of Management Annual Meeting*.
- Twigg, N. W., Latta, M., & Martin, P. Richard (2008). Educational Leadership: The effects of organization-based self esteem on

citizenship behaviors. 2008 Southwest Academy of Management, 50, 259-265.

Latta, M. & Twigg, N. W. (2008). Where are the International Innovators? Southeast Decision Sciences Institute, 38, 545-555.

Twigg, N., Kang, B., & Ernst, M. (2007). Stressors of Burnout and its Consequences: An empirical model of personal and work characteristics of chefs. Southeast Council on Hotel, Restaurant, and Institutional Education, 11 (1), 1-4.

Twigg, N. (2005). Transformational Leadership and Perceived Support: The Effects on Citizenship Behaviors. Decision Sciences Annual Meeting.

Twigg, N. W., Fuller, B. J. , & Hester, K. (2004). Fostering covenantal relationships in labor organizations: A fresh look at perceived union support. Southern Management Association.

Twigg, N. W. (2004). Transformational leadership: The effects of spirituality and religious orientation. Academy of Management.

Twigg, N. (2004). The Effects of Spirituality and Religious Orientation. Academy of Management.

Twigg, N., Fuller, B., & Hester, K. (2004). Fostering Covenantal Relationships in Labor Organizations: A Fresh Look at Perceived Union Support. Southern Management Association.

Ernst, M. & Twigg, N. (2003). Antecedents and Consequences of Burnout in Restaurant Managers. Federation of Business Disciplines.

Presentation of Refereed Papers

National

Twigg, N., Keels, K., & Jones, J. (2009, February). What Business Organizations Can Learn From the Performing Arts. Presented at Southwest Academy of Management, Oklahoma City, Oklahoma.

Twigg, N. W. (2004, August). Transformational leadership: The effects of spirituality and religious orientation. Presented at Academy of Management, New Orleans, Louisiana.

Regional

Twigg, N. W. & Day, C. (2009). Employee satisfaction with performance evaluations. Accepted for Southeast InfORMS Conference, Myrtle Beach, South Carolina.

Twigg, N. W. & Willette, S. S. (2009). The personality and learning styles of business students. Accepted for Southeast InfORMS Conference, Myrtle Beach, South Carolina.

Twigg, N. W., Latta, M., & Martin, P. Richard (2008, March). Educational Leadership: The effects of organization-based self esteem on citizenship behaviors. Presented at 2008 Southwest Academy of Management, Houston, Texas.

Twigg, N. & Kang, B. (2007, February). Stressors of Burnout and its Consequences: An empirical model of personal and work characteristics of chefs. Presented at Southeast Council on Hotel, Restaurant, and Institutional Education, Atlanta, Georgia.

Twigg, N. W., Fuller, B. J. , & Hester, K. (2004, March). Fostering covenantal relationships in labor organizations: A fresh look at perceived union support. Presented at Southern Management Association, San Antonio, Texas.

Local

Twigg, N. W., Willett, S., Keels, J. Kay, & Ritter, B. (2009, February). The Personality and Learning Styles of Coastal Carolina Business Students. Presented at Celebration of Inquiry 2009, Conway, South Carolina.

Twigg, N. W. & Jones, J. (2008, February). Symphonic Variation on Management: The causes and effects of organizational changes. Presented at 2008 Celebration of Inquiry, Coastal Carolina University, Conway, South Carolina.

Papers Under Review

Twigg, N. & Kang, B. (2009). "The effect of supervisory style on burnout: An empirical study of chefs," initial submission to Journal Of Applied Social Psychology.

Working Papers

Twigg, N. W., Willett, S., Keels, K., & Ritter, B. (2009). "The personality and learning styles of Coastal Carolina business students".

Presentation of Non-Refereed Papers

Local

Twigg, N. W. (2007, November). Educational Leadership: The Effects of Organization-Based Self-Esteem on Citizenship Behaviors. Invited presentation at Wall Interdisciplinary Talks (WITS), Conway, South Carolina.

Professional Associations

Memberships

Academy of Management
American Society for Quality
Beta Gamma Sigma
Decision Sciences Institute
Southern Management Association
Southwest Academy of Management

Teaching

Courses Taught

Decision Analysis
Organizational Theory & Behavior
Production/Operations Management

Other Teaching Activities

Course (New) - Creation/Delivery: Conventional

2009 - CBAD 371, Organization and Management

Non-Academic Experience

Manager, Quality Assurance, Berkeley National Laboratory (1999 - 2000).
Manager, Quality Assurance, Berkeley National Laboratory (1990 - 1995).

Research Grants

Funded-Internal

2008 - Twigg, N., "TEAL Center Learning Assessment", Grant is for a tablet laptop to investigate uses in the classroom, specifically for Decision Analysis systemic thinking processes., Coastal Carolina Center for Teaching and Learning.

Service:

Service to the University

College assignments:

Member:

2009-2010: Library Committee: Coordinate College of Business activities with University Library.

University assignments:

Member:

2008-2009: Academic Integrity Sub-committee: Tasked with assessing the climate of academic integrity on campus and making recommendations to the Student Life Committee.

2007-2008: Peer Selection Committee Fall, 2007: Reviewed and selected peer and aspirant universities for the Provost's Office.

2007-2008: Appointed by Faculty Senate (Barboun): Student Life Committee

2007-2008: Ad hoc member for the 3 summer meetings: Academic Affairs Committee

Service to the Profession

Academic Conference: Discussant

2009: Southwest Academy of Management, Manager Rated Affective Commitment to the Organization: Exploring New Antecedents and Outcomes (National).

2009: Southwest Academy of Management, Tracing the Evolution of Entrepreneurs: A Multi-Domain/Multu-Level Probabalistic Eriogenesis Perspective., Oklahoma City, Oklahoma (National).

2007: Academy of Management, Links Between Leadership and Organizational Citizenship Behaviors. Discussant - Monday, August 06, 2007 4:10:00 PM - 5:20:00 PM Philadelphia Marriott, Liberty Ballroom B, Philadelphia, Pennsylvania (National).

Board Member: Advisory Board

2006: Franklin Publishing Company (National).

Chair: Conference / Track / Program

2009: Southwest Academy of Management, Session Chair for Entrepreneurship and Small Business. Oklahoma City, Oklahoma (National).

2009: Southwest Academy of Management, Session Chair for Organizational Behavior/ Organizational Communication., Oklahoma City, Oklahoma (National).

2009: Southeast InfORMS Conference, Track Chair for the Public Sector, Social & Ethical Issues track at the 2009 SE InfORMS conference, Myrtle Beach, South Carolina (Regional).

2005-2006: Southwest Academy of Management (Regional).

2005: Decision Sciences Institute, San Francisco, California (National).

Editor: Conference Proceedings

2010: Southwest Academy of Management, Editor for Annual meeting, March 3 - 6, 2010, Dallas, TX, Dallas, Texas (National).

2009: Southwest Academy of Management, Editor for Annual meeting, February 24 - 28, 2009, Oklahoma City, Oklahoma (National).

2008: Southwest Academy of Management, Editor for Annual meeting, March 4 - 8, 2008. 79 papers, Houston, Texas (Regional).

2007: Southwest Academy of Management, Assistant Editor, San Diego, California (Regional).

Reviewer - Article / Manuscript

2008: Southeast Decision Sciences Institute, Analyzing Differences in Celebrity Ratings Using the Analytic Hierarchy Process Across Industries and Product Types (Regional).

2008: Southeast Decision Sciences Institute, Evolution of Supply Chain Research in Operations Journals (Regional).

2008: Southwest Academy of Management, Gender Differences in Emotional Competencies and Charismatic Leadership in the People's Republic of China (Regional).

2008: Southwest Academy of Management, Ethical analysis of EBay: Online auction model (Regional).

2008: Southwest Academy of Management, Religious Diversity: Another Global Challenge (Regional).

Reviewer - Book / Textbook

2009: Organizational Behavior: Essentials for Improving Performance and Commitment, Invited Reviewer for Colquitt, LePine, and Wesson (International).

2009: Invited reviewer, Principles of Management by Carpenter/Bauer/Erdogan. Electronic textbook for management with various delivery systems and prices for students., Conway, South Carolina (International).

Reviewer: Ad Hoc Reviewer for a Journal

2007: Journal of Business and Management, Title: Modeling Customer Equity: A Stochastic Modeling Approach for Arrival and Departure of Customers, Orange, California (National).

Reviewer: Book / Textbook

2007: Introduction to Management Science with Spreadsheets, Invited guest reviewer by Wanda J. Zeman, Senior Developmental Editor McGraw-Hill/Irwin, Burr Ridge, Illinois (National).

Reviewer: Conference Paper

2009: Academy of Management, OB Paper Perceived Organizational Support, Organizational Commitment and Well-Being: A Longitudinal Study. (International).

2009: Academy of Management, No. 15056. What is in a word? Developments in behavioral integrity research. This is a symposium on 6 articles written in the area of Behavioral Integrity. (International).

2009: Academy of Management, No. 16203. An exploration into the interactive effects of spirituality and trait cynicism on performance. (International).

2009: Academy of Management, No. 11640. Transformational leadership and organizational citizenship behavior. (International).

2009: Academy of Management, No. 14664. Behavioral Integrity, mentoring, behavior, and interpersonal citizenship behavior. (International).

2009: Academy of Management, No. 10277 - 'Perceived Organizational Support, Organizational Commitment and Well-Being: A Longitudinal Study' (International).

2007: Academy of Management, Reviewed 2 papers for the Organizational Behavior Track and 2 for the Management, Spirituality, and Religion Track., Philadelphia, Pennsylvania (National).

2007: SouthWest Academy of Management, 3 papers for HR/C/GDO/SIM Division, Houston, Texas (Regional).

Service to the Community

Member of a Committee

2004-2006: Southwest Louisiana Quality Council, Committee member representing a university

Other Community Service Activities

2007: Long Bay Symphony, Contributor and member of the Symphony Guild (a service arm of the organization)

2007: Carolina Master Chorale, Wrote and edited the Organizations news article for the Sun Times (the local newspaper)

Positions Held in Civic Organizations

1993-1994: Northshore Choral Society, Business Manager for this 50 - 75 voice choir affiliated with Southeastern Louisiana University.

1990-1992: Deputy Commissioner, History, Arts, and Science Commission, Deputy Commissioner, History, Arts, and Science Commission

Faculty Development

Professional Seminars / Workshops

2007: Participant in the 2007 Master Teaching Program presented at Georgia State University. Atlanta, Georgia.

2006: Seminar. Seminar, Coastal Carolina New Faculty Seminar. September 20, 2006. 'Professional Conduct and Responsibility' by Janis Chesson, VP of Human Resources and Equal Opportunity. Conway, South Carolina.

2005: Executive Overview. Lean Manufacturing Executive Overview, Presented by The Manufacturing and Extension Partnership of Louisiana (MEPOL), co-sponsored by the McNeese State University Small Business Development Center and the Chamber-Southwest Louisiana. January 18, 2005. Lake Charles, Louisiana.

2004: National Institutes of Health Certification. Certification in 'Human Participants Protection Education for Research Teams,' 2004. Sponsored by the National Institutes of Health (NIH). <http://.nih.gov>. None, United States of America.

Honors-Awards-Grants

Honors:

2007: Outstanding Reviewer for the Organizational Behavior Division of the Academy of Management, Academy of Management.

Awards:

2006: Best Paper in Organizational Behavior/Organizational Communication Track. Mediating role of strategic choices between top management team diversity and firm performance: Upper echelons theory revisited. , Southwest Academy of Management.

Section

Section

Qualification: Academic/Professional

Academically Qualified

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