



MALIK AND SEEME HASAN SCHOOL OF BUSINESS

Dr. Steven M. Norman, Ph.D. (2006)

Education:

Ph.D.	University of Nebraska-Lincoln	Organizational Behavior/Leadership	2006
MBA	University of Colorado-Colorado Springs	Management Information Systems	1996
BS	University of Colorado-Colorado Springs	Business Finance	1989

Academic Employment Background (Most Recent First)

Colorado State University-Pueblo – June 2022-present

Dean, Hasan School of Business

Colorado Mesa University – July 2016-May 2022

Professor of Business – Management

Tenured and Promoted to Professor Effective August 2018

Former Academic Department Head – Business

Extensive AACSB Experience

Colorado State University-Pueblo - August 2008-June 2016

Associate Professor of Management – August 2011-June 2016

Tenured and Promoted Effective August 2011

Assistant Professor of Management - August 2008-August 2011

Assurance of Learning Chair – AACSB Accreditation

Mesa State College – August 2006-June 2008

Assistant Professor of Management

Helped start The Leadership Academy and Human Resource

Management Concentration

Professional Employment Background

25 years of industry experience in various individual and leadership roles, in varied industries including finance, technology, golf profession, selling, and insurance, including Manager at



Oracle Corporation (acting Senior Manager) as last role before entering Academia. *Details upon request.*

Teaching Experience

Undergraduate

Organizational Behavior, Leadership, Human Resource Management, Principles of Management, Introduction to Business, Business Finance

Graduate

Organizational Behavior, Leadership, Organizational Theory

Intellectual Contributions:

Peer-Reviewed Journal Articles

- Norman, S.M., Avey, J.B, Larson, M.D., & Hughes, L.W. (2019). The development of trust in virtual leader-follower relationships. *Qualitative Research in Organizations and Management*, 15(3), 279-295. (AACSB IC: Discovery/PRJ)
- Pitichat, T., Reichard, R.J., Kea-Edwards, A., Middleton, E., & Norman, S.M. (2017). Psychological capital for leader development. *Journal of Leadership and Organization Studies*, 25(1), 47-62. (AACSB IC: Discovery/PRJ)
- Gilbreath, B., Norman, S.M., Frew, E.J., Fowler, K.L., & Billington, P. (2016). Helpful tools for managing the assurance of learning process. *Business Education Innovation Journal*, 8(1), 111-122.
- Norman, S.M., Gardner, D.G., & Pierce, J.L. (2015). Leader Roles, Organization-based Self-esteem, and Employee Outcomes. *Leadership & Organization Development Journal*, 36(3), 253-270.
- Larson, M. D., Norman, S.M., Hughes, L.W., & Avey, J.B. (2013). Psychological capital: A new lens for understanding employee fit and attitudes. *International Journal of Leadership Studies*, 8(1), 28-43.
- Zhu, W., Norman, S., Peng, Z., Riggio, R. E. & Sosik, J. (2012). The impact of ethical executive leadership on American public: The mediating role of confidence in executive leadership. *Leadership*, 8(2), 109-124."



- Hughes, L.W., Gardner, W.L., & Norman, S.M. (2011). Transparency, translucence or opacity? A field investigation of the mediating role of positive emotions in trustful leader-follower relations. *Journal of Business & Leadership: Research, Practice, and Teaching*, 6, 38-47.
- Norman, S.M., Avey, J.B., Nimnicht, J.L., & Graber-Pigeon, N. (2010). The interactive effects of psychological capital and organizational identity on employee organizational citizenship and deviance behaviors. *Journal of Leadership and Organizational Studies*, 17(4), 380-391.
- Norman, S.M., Avolio, B.J., & Luthans, F. (2010). The impact of transparency and positivity on trust in leaders and their perceived effectiveness. *The Leadership Quarterly*, 21(3), 350-364.
- Avolio, B., Mhatre, K., Norman, S.M., & Lester, P. (2009). The moderating impact of gender on leadership intervention impact: A 100-year meta-analysis. *Journal of Leadership and Organizational Studies*, 15(4), 325-341.
- Hughes, L.W., Avey, J.B., & Norman, S.M. (2008). A study of supportive climate, trust, engagement and organizational commitment. *Journal of Business & Leadership: Research, Practice and Teaching*, 4(2), 51-59.
- Avey, J.B., Hughes, L.W., Norman, S.M., & Luthans, K.W. (2008). Using positivity, transformational leadership, and empowerment to combat employee negativity. *Leadership and Organizational Development Journal*, 29(2), 110-126.
- Luthans, F., Norman, S.M., Avolio, B.J., & Avey, J.B. (2008). The mediating role of psychological capital in the supportive organizational climate-employee performance relationship. *Journal of Organizational Behavior*, 29(2), 219-238.
- Larson, M.D., & Norman, S.M. (2008). Utilizing real-life research projects to build HR skills. *Western Journal of Human Resource Management*, Fall, 30-34.
- Luthans, F., Avolio, B.J., Avey, J.B., & Norman, S.M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60, 541-572.
- Luthans, F., Norman, S.M., & Jensen, S.M. (2007). The value of psychological capital of immigrant entrepreneurs. *International Journal of Business and Globalisation*, 1(2), 161-175.
- Luthans, F., Avolio, B.J., Avey, J.B., Norman, S.M., & Combs, G. (2006). Psychological capital development: Toward a micro-intervention. *Journal of Organizational Behavior*, 27(3), 387-393.



Norman, S.M., Luthans, B., & Luthans, K (2005). The proposed contagion effect of hopeful leaders on the resiliency of employees and organizations. *Journal of Leadership and Organizational Studies*, 12(2), 55-64.

Norman, S.M., Zawacki, R.L., & James, L.L. (2002). How to motivate the software industry into increased productivity. *Software Business*, May.

Norman, S. M. & Zawacki, R.L. (2002). Facilitating transformations in IT: Lessons learned along the journey. *Information Systems Management*, 19. Article also was reprinted in 2002 by Maisons des Sciences de l'Homme, Le Portail du Reseau, vol. 19, p12.

Norman, S.M. (2002). Getting the most out of your CRM system. *Software Business*, October.

Academic/Professional Meeting Proceedings and Presentations

Norman, S.M., Baldo, C., Chapman, T. Media savviness and leadership effectiveness in virtual leader-follower relationships. Accepted at the Western Academy of Management Conference, Kona, HI Spring 2020 (conference subsequently cancelled due to COVID)

Pitichat, T., Kea-Edwards, A., Middleton, E., Reichard, R., & Norman, S. Psychological capital for leader development: Antecedents and outcomes. Paper presented at the ILA Conference fall 2016.

Norman, S.M., Gardner, D.G., & Pierce, J.L. The mediating role of OBSE between leadership roles and organizational commitment and job satisfaction. Paper presented at Academy of Management International Conference, August 2013.

Norman, S.M., May, D.R., Zhu, W., & Luthans, B. Developing moral resiliency in employees and organizations: Toward a research-based intervention. Paper presented at the Western Academy of Management spring 2012 Conference, La Jolla, CA.

Norman, S.M., Hughes, L.W., Larson, M.D., & Avey, J.B. The mediating role of media savvy in virtual leader-follower relationships. Current paper in new stages presented at the Western Academy of Management spring 2012 Conference, La Jolla, CA.

Norman, S.M. Psychological Capital and Trust in Virtual Work Environments. Current research presented at National Decision Sciences Institute Main Conference. San Diego, CA; November 2010.



- Hughes, L.W., Gardner, W.L., & Norman, S.M. Transparency, translucence or opacity? A field investigation of the mediating role of positive emotions in trustful leader-follower relations. Paper presented at the Business and Leadership Symposium. Fort Hays, KS; October 5, 2010.
- Norman, S.M., Larson, M. D., Hughes, L.W., & Avey, J.B. Leadership and employee psychological capital congruence and employee job satisfaction, engagement, and organizational fit. Paper presented at the annual meeting for the Midwest Academy of Management, Chicago, IL; October 2009.
- Norman, S.M., Hughes, L.W., Larson, M.D., & Avey, J.B. The role of media savvy in virtual leader-follower relationships. Paper presented at the annual meeting for the Midwest Academy of Management, Chicago, IL; October 2009.
- Norman, S.M., Hughes, L.W., & Gardner, W.L. Transparency, translucence or opacity? Two field investigations of the mediating role of positivity in transparent and trustful leader-follower relations. Paper presented at the annual conference for the Southern Management Association, Asheville, NC; October 2009.
- Zhu, W., & Norman, S.M. The impact of ethical executive leadership on the American public: The mediating role of confidence in executive leadership. Paper presented at the Western Academy of Management Conference, Oakland, CA; March 2008.
- Norman, S.M., & Hughes, L.W. Leader and follower trust in virtual organizations: The moderating impact of media richness. Paper presented at the Mountain Plains Management Conference, Kearney, NE; October 2007.
- Waterson, C.L. & Norman, S.M. Entrepreneurial alertness and opportunity recognition: What opportunities do entrepreneurs pursue? Paper presented at the Academy of Management Annual Conference, Philadelphia, PA, Summer, 2007.
- Hughes, L.W., Avey, J.B., & Norman, S.M. The engagement ring: A study of the roles of supportive climate, trust, and engagement on organizational commitment and performance. Paper presented at the Academy of Management Annual Meeting, August 2006, Atlanta, GA.
- Luthans, F., Norman, S.M., & Luthans, B. The effect of leader hope on follower resilience. Paper presented at the Western Academy of Management Conference, Las Vegas, NV, April 2005.
- Luthans, F., Norman, S.M., & Jensen, Susan, S.M. Immigrant entrepreneurship and psychological capital. Paper presented at the Pan Pacific Conference, Shanghai, China, May 2005.



Luthans, F., Norman, S.M., & Hughes, L. Authentic leadership. Paper presented at the DSI National conference, November 2005, San Francisco, CA.

Ginn, E., Luthans, F., & Norman, S.M. Exploring the performance impact of tolerance for ambiguity. Paper presented at the Western DSI Conference, 2006, Waikoloa, HI.

Competitive Research Awards Received

2009 Outstanding Paper Award, EmeraldLiteratiNetwork. *Leadership & Organizational Development Journal*, Vol. 29, No. 2, 2008. "Using positivity transformational leadership and empowerment to combat employee negativity.

Textbook Chapters

Luthans, F., Norman, S., & Hughes, L.W. (2006). Authentic leadership development: A new approach for a new time. In R. Burke, & C. Cooper (Eds.), *Inspiring Leaders*. London, UK: Taylor & Francis.

Submissions and Working Papers

Norman, S.M., and Baldo, C. Media savviness and leadership effectiveness in virtual leader-follower relationships. Finishing manuscript to submit to journal summer 2022.

Baldo, C. & Norman, S.M. Global Mindset. Early stages of paper development, analyzing gathered data for journal submission spring 2022.

Norman, S.M., Stone, K.B., et al. Developing core competencies in MBA Programs. Initial stages, developing survey instrument fall 2020.

Norman, S.M., Luthans, B.C., & Zhu, W. Developing moral resiliency in employees and organizations: Toward a research-based intervention. Received a rejection from journal submission and are considering resubmission options.

Norman, S.M. Entrepreneurs and organizational culture: Exploring the creation and maintenance of an authentic entrepreneurial climate based on innovation. Very early stage of development. No specific target journal at this time.

Norman, S.M., & Larson, M. Organizational ethics: The role of leaders and human resource managers in effective corporate governance. Early paper stages.

Waterson, C.L. & Norman, S.M. Entrepreneurial alertness and opportunity recognition: What



opportunities do entrepreneurs pursue? Early stages. No specific target journal at this time.

External Presentations for Business Community

Norman, S.M. Leadership History and Theory Evolution. Talks given to the Grand Valley Leadership Institute. January and May 2019; January 2020 (June session cancelled due to COVID-19).

Norman, S.M. Various talks given to various service organizations in the Grand Valley including Kiwanis and Rotary about CMU's Department of Business and our MBA Program going online. 2017-2019.

Norman, S.M. Talk given to Colorado Ski Country USA on authentic and transformational leadership, Spring, 2017.

Norman, S.M. Corporate governance and the role of human resource professionals. Presented as one of three keynote speakers at the Spring 2007 conference of the Western Colorado Human Resource Association (WCHRA).

Norman, S.M. (with others) Helped develop and deliver leadership development programs for Pueblo community. ~ 2010-2015

Honors and Awards

2015 Dean's Award for Excellence in Research, Hasan School of Business, Colorado State University-Pueblo

Service

Departmental

Chair, AACSB Accreditation Steering Committee, Colorado Mesa University, fall 2016-fall 2020

Member, AACSB Accreditation Steering Committee, Colorado Mesa University, fall 2016-present

Member, Continuous Improvement/Assessment Committee, Colorado Mesa University, fall 2016-fall 2020

Member, MBA Committee, Colorado Mesa University, fall 2016-present



Member, Performance Evaluation Review Committee, Colorado Mesa University, fall 2016-present

Member, Honors Committee, Colorado Mesa University, fall 2017-present

Member, MBA Program Review Committee. Colorado Mesa University, Fall 2017

Member, Hospitality Program Review Committee. Colorado Mesa University, Fall 2017

Member, Department of Business Social Committee, Fall 2017-2018

Chair, Assurance of Learning (AoL) Committee, Hasan School of Business, Colorado State University-Pueblo (passed re-accreditation Spring, 2014)

Member, Committee to help with organizational assessment and accreditation, campus-wide, Colorado State University

Member, Graduate Studies Committee, Colorado State University-Pueblo

Committee to examine classroom conduct, Colorado State University-Pueblo

University

Member, University-Wide Promotion and Tenure Committee, fall 2019, fall, 2020, fall 2021.

Member, University-Wide Taskforce to examine Milestone Program, 2018-2019.

Member, Academic Council, Colorado Mesa University, fall 2016-spring 2019

Regularly assist with discussions and support needed for university-wide assessment, partnering across campus with other Departments, and exploring new Academic Programs such as Agribusiness,

Leading electronic course delivery and hybrid course development, Colorado State University-Pueblo

Helped develop new academic program emphasizing Human Resource Management, Mesa State College (now Colorado Mesa University - CMU)

Helped develop the Leadership Academy, Mesa State College (CMU)



Volunteered annually to help the VP of Academic Affairs with the new student orientations, Mesa State College (CMU)

Served on several search committees, UNL, CSU-Pueblo, and Mesa State College (CMU).

Profession

Fellow, *Positive Organizational Behavior Institute (POBI)*

Editorial Board Member for *Journal of Leadership and Organizational Studies*.

Editorial Board Member for *Southern Business Review*.

Reviewer for the *Western Academy of Management Conference*, past and present.

Member, Academy of Management

Member of the Western Academy of Management

Member of the Decision Sciences Institute

Community

President, Bookcliff Country Club Board of Directors, February 2020-present

Director, Bookcliff Country Club Board of Directors, February 2019-present

Member, Business Advisory Committee, Central High School, Grand Junction, CO, 2019-present.

Evidence of Continuous Improvement in Pedagogy

Attended The University of Colorado-Boulder's COLTT (Colorado Learning and Teaching with Technology) Conference, 2014. Conference is aimed at enhancing strategies for teaching online courses.

Frequently attend workshops and conference sessions as well as read articles aimed at improving teaching effectiveness and continuously improve courses based on information received.