

## BRENT A. SCOTT

### Office

Department of Management  
The Eli Broad College of Business  
Michigan State University  
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### EDUCATION

Ph.D. University of Florida, 2007  
Major: Organizational Behavior

Dissertation: Employee Popularity: Its Nature, Measurement, and Organizational Relevance

Committee: Timothy A. Judge (Chair)  
Jason A. Colquitt (Chair)  
Jeffrey A. LePine  
James Algina

B.A. Miami University, 2000  
Major: Psychology  
Minor: Management

### RESEARCH INTERESTS

Mood and Emotion  
Organizational Justice  
Well-Being

### ACADEMIC EMPLOYMENT

2011 - present Associate Professor of Management  
*Michigan State University, Department of Management*

2007 – 2011 Assistant Professor of Management  
*Michigan State University, Department of Management*

### REFEREED PUBLICATIONS

24. Wagner, D. T., Barnes, C. M., & Scott, B. A. (in press). Driving it home: How workplace emotional labor harms employee home life. *Personnel Psychology*.

23. Scott, B. A. (2013). A conceptual framework for the study of popularity in the workplace. *Organizational Psychology Review*, 3, 161-186.
22. Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98, 199-236.
21. Scott, B. A., & Judge, T. A. (2013). Beauty, personality and affect as antecedents of counterproductive work behavior receipt. *Human Performance*, 26, 93-113.
20. Barnes, C. M., Ghumman, S., & Scott, B. A. (2013). Sleep and organizational citizenship behavior: The mediating role of job satisfaction. *Journal of Occupational Health Psychology*, 18, 16-26.
19. Scott, B., Barnes, C. M., & Wagner, D. T. (2012). Chameleonic or consistent? A multilevel investigation of emotional labor variability and self-monitoring. *Academy of Management Journal*, 55, 905-926.
18. Lyons, B. J., & Scott, B. A. (2012). Integrating social exchange and affective explanations for the receipt of help and harm: A social network approach. *Organizational Behavior and Human Decision Processes*, 117, 66-79.
17. Ilies, R., Keeney, J., & Scott, B. A. (2011). Work-family interpersonal capitalization: Sharing positive work events at home. *Organizational Behavior and Human Decision Processes*, 114, 115-126.
16. Dimotakis, N., Scott, B. A., & Koopman, J. (2011). An experience sampling investigation of workplace interpersonal interactions, affective states, and employee well-being. *Journal of Organizational Behavior*, 32, 572-588.
15. Scott, B. A., & Barnes, C. M. (2011). A multilevel field investigation of emotional labor, affect, work withdrawal, and gender. *Academy of Management Journal*, 54, 116-136.
14. Scott, B. A., Colquitt, J. A., Paddock, E. L., & Judge, T. A. (2010). A daily investigation of the role of manager empathy on employee well-being. *Organizational Behavior and Human Decision Processes*, 113, 127-140.
13. Scott, B. A., Colquitt, J. A., & Paddock, E. L. (2009). An actor-focused model of justice rule adherence and violation: The role of managerial motives and discretion. *Journal of Applied Psychology*, 94, 756-769.
12. Scott, B. A., & Judge, T. A. (2009). The popularity contest at work: Who wins, why, and what do they receive? *Journal of Applied Psychology*, 94, 20-33.

11. Kammeyer-Mueller, J. D., Judge, T. A., & Scott, B. A. (2009). The role of core self-evaluations in the coping process. *Journal of Applied Psychology, 94*, 177-195.
10. Zapata-Phelan, C. P., Colquitt, J. A., Scott, B. A., & Livingston, B. (2009). Procedural justice, interactional justice, and task performance: The mediating role of intrinsic motivation. *Organizational Behavior and Human Decision Processes, 108*, 93-105.
9. Scott, B. A., Colquitt, J. A., & Zapata-Phelan, C. P. (2007). Justice as a dependent variable: Subordinate charisma as a predictor of interpersonal and informational justice perceptions. *Journal of Applied Psychology, 92*, 1597-1609.
8. Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: A meta-analytic examination of their unique relationships with risk-taking and job performance. *Journal of Applied Psychology, 92*, 909-927.
7. Judge, T. A., Jackson, C. L., Shaw, J. C., Scott, B. A., & Rich, B. L. (2007). Self-efficacy and work-related performance: The integral role of individual differences. *Journal of Applied Psychology, 92*, 107-127.
6. Scott, B. A., & Colquitt, J. A. (2007). Are organizational justice effects bounded by individual differences? An examination of equity sensitivity, exchange ideology, and the Big Five. *Group and Organization Management, 32*, 290-325.
5. Ilies, R., Scott, B. A., & Judge, T. A. (2006). The interactive effects of personal traits and experienced states on intraindividual patterns of citizenship behavior. *Academy of Management Journal, 49*, 561-575.
4. Judge, T. A., Scott, B. A., & Ilies, R. (2006). Hostility, job attitudes, and workplace deviance: Test of a multilevel model. *Journal of Applied Psychology, 91*, 126-138.
3. Colquitt, J. A., Scott, B. A., Judge, T. A., & Shaw, J. C. (2006). Justice and personality: Using integrative theories to derive moderators of justice effects. *Organizational Behavior and Human Decision Processes, 100*, 110-127.
2. Judge, T. A., Ilies, R., & Scott, B. A. (2006). Work-family conflict and emotions: Effects at work and at home. *Personnel Psychology, 59*, 779-814.
1. Scott, B. A., & Judge, T. A. (2006). Insomnia, emotions, and job satisfaction: A multilevel study. *Journal of Management, 32*, 622-645.

#### **GRANTS RECEIVED**

Hollenbeck, J. R., Ilgen, D. R., & Scott, B. A. (2010-2011). U.S. Air Force, Air Education and Training Center Grant, to conduct research on leadership development at the Senior Non-Commissioned Officer Academy (\$460,000).

Scott, B. A. (2008-2011). Michigan State University, New Faculty Research Grant, to conduct research on organizational justice. (\$40,000).

#### **AWARDS**

Distinguished Early Career Contributions Award (Science), *Society for Industrial & Organizational Psychology*, 2014

John D. and Dortha J. Withrow Endowed Emerging Scholar Award, *Eli Broad College of Business, Michigan State University*, 2011.

Editorial Board Outstanding Reviewer Award, *Academy of Management Journal*, 2011.

#### **BOOK CHAPTERS AND OTHER PUBLICATIONS**

Johnson, R. E., & Scott, B. A. (2012). Learning agility requires proper action identification. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 309-312.

Colquitt, J. A., Greenberg, J., & Scott, B. A. (2005). Organizational justice: Where do we stand? In J. Greenberg & J. A. Colquitt (Eds.), *The handbook of organizational justice* (pp. 589-619). Mahwah, NJ: Erlbaum.

Judge, T. A., & Scott, B. A. (2005). Five-factor model of personality. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), *Encyclopedic dictionary of organizational behavior*. Oxford: Blackwell.

#### **CONFERENCE PAPERS AND PRESENTATIONS**

Koopman, J., & Scott, B. A. (2013). Doing good, feeling bad: A daily study on the effects of helping on emotional exhaustion. In M. Almeda (Chair), *New developments in within-person research*. Symposium presented at the annual meeting of the Academy of Management. Orlando, FL.

Scott, B. A., Garza, A. S., Conlon, D. E., & Kim, Y. J. (2013). Why do managers act fairly? A daily investigation of motives. In J. Koopman and B. A. Scott (Chairs), *Changing the conversation in the justice literature*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Houston, TX.

Koopman, J., Matta, F., Scott, B. A., & Conlon, D. E. (2013). A proactive model of justice: Just a favor away. In J. Koopman and B. A. Scott (Chairs), *Changing the conversation in the justice literature*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Houston, TX.

Barnes, C. M., Wagner, D. T., & Scott, B. A. (2012). Taking home the show: Effects of emotional labor on strain-based outcomes. In L. Erskine (Chair), *Resource depletion and*

- spillover effects in work-nonwork interfaces*. Symposium presented at the annual meeting of the Academy of Management. Boston, MA.
- Sleesman, D. J., Hollenbeck, J. R., Scott, B. A., Davidson, R. D., & Ilgen, D. R. (2012). Leader fit in multiteam systems: An information processing perspective. In D. R. Carter & L. A. DeChurch (Chairs), *The power of collaboration: Investigation of multiteam systems*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
- Scott, B. A., Barnes, C. M., & Wagner, D. M. (2011). A multilevel investigation of self-monitoring and variability in emotional labor. Paper presented at the annual meeting of the Academy of Management. San Antonio, TX.
- Judge, T. A., Colquitt, J. A., Scott, B. A., & Long, D. M. (2011). Dissertation quality and academic career success. In N. P. Podsakoff & P. M. Podsakoff (Chairs), *Scholarly impact and career success in organizational behavior*. Symposium presented at the annual meeting of the Society for Industrial and Organizational Psychology. Chicago, IL.
- Paddock, E. L., & Scott, B. A. (2010). Understanding the impetus for leaders' just actions: The role of personality. In E. P. Karam & J. D. Nahrgang (Chairs), *Dare to be fair: How leaders influence fairness and justice in the workplace*. Symposium conducted at the annual meeting of the Academy of Management. Montreal, CA.
- Lyons, B. J., & Scott, B. A. (2010). Interpersonal outcomes of citizenship behavior: A social network approach. In D. T. Wagner & L. V. Dyne (Chairs), *What's in it for me? Individuals, social, and performance outcomes of helping*. Symposium conducted at the annual meeting of the Academy of Management. Montreal, CA.
- Dimotakis, N., Koopman, J., & Scott, B. A. (2010). An experience sampling investigation of workplace interactions, affect, and well-being. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology. Atlanta, GA.
- Scott, B. A., & Barnes, C. M. (2010). A multilevel investigation of emotional labor, affect, withdrawal, and gender. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology. Atlanta, GA.
- Scott, B. A., & Judge, T. A. (2009). Identifying targets of counterproductive behavior: the role of personality and physical appearance. In C. D. Nye (Chair), *Victims in the workplace*. Symposium conducted at the annual meeting of the Academy of Management. Chicago, IL.
- Scott, B. A., Colquitt, J. A., Paddock, E. L., & Judge, T. A. (2009). The role of manager empathy on employees' daily well-being. In B. A. Scott (Chair), *Personality and within-individual relationships: New research findings and directions*. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology. New Orleans, LA.

- Scott, B. A., & Judge, T. A. (2008). The popularity contest at work: Who wins, why, and what do they receive? In R. Zolin (Chair), *Relationships in organizations*. Symposium conducted at the annual meeting of the Academy of Management. Anaheim, CA.
- Colquitt, J. A., Zapata-Phelan, C. P., Scott, B. A., & Livingston, B. A. (2006). The effects of procedural and interactional justice on self-set goals and intrinsic motivation. In J. A. Colquitt & J. Greenberg (Chairs), *Organizational justice threads in mainstream management fabric*. Symposium conducted at the annual meeting of the Academy of Management. Atlanta, GA.
- Scott, B. A., Colquitt, J. A., & Zapata-Phelan, C. P. (2006). Subordinate characteristics and justice perceptions: For what reasons do managers act fairly? In J. A. Colquitt (Chair), *Justice and individual differences: New research findings, directions, and questions*. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Scott, B. A., & Judge, T. A. (2006). Tired and cranky? The effects of insomnia on employee emotions and job satisfaction. In R. Ilies & K. M. Schwind (Chairs), *Processes linking work and family domains: Taking a dynamic approach*. Symposium conducted at the annual meeting of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Scott, B. A., Judge, T. A., & Ilies, R. (2006). *Work-family conflict, emotions, and satisfaction: Effects at work and home*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology. Dallas, TX.
- Judge, T. A., Kammeyer-Mueller, J., Miliffe, K., & Scott, B. A. (2005). The role of attributions in the self-concept. In M. Dasborough & N. M. Ashkanasy (Chairs), *Attribution theory in management: A quarter century of research*. Symposium conducted at the annual meeting of the Academy of Management. Honolulu, HI.
- Scott, B. A., Judge, T. A., & Ilies, R. (2005). *Hostility, job attitudes, and workplace deviance: Test of a multilevel model*. Paper presented at the annual meeting of the Society for Industrial & Organizational Psychology. Los Angeles, CA.
- Colquitt, J. A., Scott, B. A., & LePine, J. A. (2004). Cognitive and affective antecedents of trust: A meta-analytic test. In R. C. Mayer & B. A. Scott (Chairs), *Do you trust me? Examining antecedents of trust in task contexts*. Symposium conducted at the annual meeting of the Academy of Management. New Orleans, LA.
- DePater, I. E., Judge, T. A., & Scott, B. A. (2004). Pay equality for Hollywood movie stars: Fact or fiction? In G. Baugh (Chair), *Gender and diversity in the workplace*. Symposium conducted at the annual meeting of the Academy of Management. New Orleans, LA.
- Scott, B. A., Ilies, R., & Judge, T. A. (2004). The influence of personal traits and experienced states on satisfaction with job, marriage and life. In M. Gerhardt (Chair), *Positive I-O*

*psychology: A discussion of approaches and directions.* Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Chicago, IL.

Colquitt, J. A., Judge, T. A., Scott, B. A., & Shaw, J. C. (2004). Broad and narrow personality traits as moderators of justice effects. In T. A. Judge & J. A. Colquitt (Chairs), *The how and why of fairness: Mediators/moderators of justice effects*. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Chicago, IL.

Judge, T. A., Jackson, C. L., Shaw, J. C., Scott, B. A., & Rich, B. L. (2004). Is the effect of self-efficacy on job/task performance an epiphenomenon? In R. F. Piccolo (Chair), *Reconsidering the outcomes of a positive self-concept*. Symposium conducted at the annual meeting of the Society for Industrial & Organizational Psychology. Chicago, IL.

Colquitt, J. A., & Scott, B. A. (2003). *Reactions to injustice: The moderating effects of justice sensitivity and Big Five variables*. Paper presented at the annual meeting of the Academy of Management. Seattle, WA.

#### **DISSERTATION COMMITTEES**

Robert Davison (Management)  
Elizabeth Karam (Management)  
Mike Howe (Management)  
You Jin Kim (Management)  
Joel Koopman (Management) - *Chaired*  
Elizabeth Poposki (Organizational Psychology)  
Tara Rench (Organizational Psychology)  
Dustin Slesman (Management)  
Linda Wang (Management)  
Ryan White (Marketing)

#### **TEACHING**

*Michigan State University*

Executive Education: *Leadership, Teamwork, and Decision-Making* (2012)

Doctoral Education: *Advanced Organizational Research Methods* (2012-present)

Undergraduate Education: *Managing Human Resources and Organizational Behavior* (2007-present)

*University of Florida*

Undergraduate Education: *Human Resource Management* (2006-2007); *Organizations: Structure and Behavior* (2005)

#### **PROFESSIONAL ACTIVITIES**

*Associate Editor*

Academy of Management Journal (2013-present)

*Editorial Board Member*

Academy of Management Journal (2009-present)

Journal of Applied Psychology (2011-2013)

Personnel Psychology (2011-2013)

Organizational Behavior and Human Decision Processes (2012-2013)

Journal of Organizational behavior (2011-2013)

*Ad-hoc Reviewer*

Administrative Science Quarterly

Academy of Management Review

Organization Science

Journal of Occupational and Organizational Psychology

Journal of Applied Social Psychology

Personality and Social Psychology Bulletin

Applied Psychology: An International Review

Human Relations

Journal of Marriage and Family

**UNIVERSITY SERVICE**

Management Doctoral Program Director (2011-present)

Undergraduate Curriculum Committee, Eli Broad College of Business (2012-present)

Faculty/Academic Council, 2010-2011

Faculty/Academic Council Liaison to College Advisory Committee, 2010-2011

**PROFESSIONAL AFFILIATIONS**

Academy of Management

Society for Industrial & Organizational Psychology

American Psychological Association