

CURRICULUM VITAE

Ali Dastmalchian

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EDUCATION

- 1981 Ph.D. (Organization Studies), Cardiff University (U of Wales), Cardiff Business School, Cardiff, Wales, UK.
- 1977 M.Sc. (Management & Technology), Cardiff University (U of Wales), Cardiff Business School, Cardiff, Wales, UK.
- 1975 B.Sc. (Economics and Political Science), National University of Iran, Tehran, Iran.

ACADEMIC EXPERIENCE

Full Time Positions

- 2016 - Present Dean and Professor, Beedie School of Business, Simon Fraser University, Vancouver, BC, Canada.
- 2012—2015 Professor of Organization Studies and International Business, Gustavson School of Business, University of Victoria, British Columbia, Canada (on Administrative Leave 2012-2014)
- 2002 - 2012 Dean and Professor of Organization Studies and International Business, Gustavson School of Business, University of Victoria, British Columbia, Canada
- 1997 - 2002 Dean and Professor of Organization Studies and International Business, Faculty of Management (Dhillon School of Business), University of Lethbridge, Lethbridge, Alberta, Canada.
- 1991 - 1997 Director of MBA Programs and Professor of Organization Studies, Faculty of Business, University of Victoria, British Columbia, Canada.
- 1990 - 1991 Head and Professor, Department of Industrial Relations and Organizational Behaviour, College of Commerce (Edwards School of Business), University of Saskatchewan, Saskatoon, Saskatchewan, Canada
- 1988 Professor, Department of Industrial Relations and Organizational Behaviour College of Commerce (Edwards School of Business), University of Saskatchewan, Saskatoon, Saskatchewan, Canada.
- 1983 - 1988 Associate Professor, Department of Industrial Relations and Organizational Behaviour, College of Commerce (Edwards School of Business), University of Saskatchewan, Saskatoon, Saskatchewan, Canada.
- 1981 - 1983 Assistant Professor and Coordinator of Organizational Behaviour Area, Department of Administrative Studies, Athabasca University, Edmonton, Alberta, Canada.
- 1981 - 1982 Part-time Professor/Instructor, Faculty of Business, University of Alberta, Edmonton, Alberta, Canada.
- 1980 - 1981 Research Fellow, Small Business Centre, Durham University Business School, Durham, England.
- 1978 - 1980 Instructor, Cardiff Business School, Cardiff University, Cardiff, Wales.

Adjunct Positions

- 2012- Present Adjunct Professor, Department of Management, Faculty of Administrative Studies, Boğaziçi University, Istanbul, Turkey.
- 2012- 2015 Doshisha Business School, Global MBA Program, Doshisha University, Kyoto, Japan.

Visiting Positions

- 2014-15 College of Business, City U of Hong Kong, HK (Jan-Feb); Doshisha University, Kyoto, Japan (April); Johannes Kepler U, Linz, Austria (June); Boğaziçi University, Istanbul, Turkey (July-Aug).
- 2013-2017 Antai School of Econ and Bus Admin., Shanghai Jiaotong Univ., China (November/Dec); CASS Business School, City University, London, England (April-June); and Graduate School of Business, Doshisha University, Kyoto, Japan (April)
- 2012-13 Faculty of Business and Economics, Monash University; Faculty of Business and Law, Deakin University; Melbourne, Australia. (Nov. 2012-February 2013)
- 2012-13 Department of Management and Organization, Boğaziçi University, Istanbul, Turkey. (July-Nov. 2012; June-Aug. 2013)
- 2011 Centre for International Management and Organization, Department of Management, Johannes Kepler University, Linz, Austria; and Faculty of Economics, University of Ljubljana, Ljubljana, Slovenia (June-July)
- 2010 Department of Management, Bogaziçi University, Istanbul, Turkey. (July-August)
- 2009 Department of Management and Strategy, Rouen Business School, Rouen, France. (July-August)
- 2008 Cardiff Business School, Cardiff University, Wales. (July-August).
- 2007 Department of Organization and Industrial Sociology, Copenhagen Business School, Denmark. (May to September)
- 2002 College of Management, Sun Yat-Sen University, Kaohsiung, Taiwan. (May – July)
- 2001 Montague Burton Fellow, Cardiff Business School, Cardiff University, Cardiff, United Kingdom. (June-July)
- 1990 Department of Strategy and Organization, Faculty of Business, University of Alberta, Edmonton, Alberta. (Jan-July)
- 1989 Visiting Professor, Cardiff Business School, Wales, United Kingdom. (July-December)

MANAGEMENT EXPERIENCE

- 1970 - 1972 Export Sales and Marketing Manager, AMA Industrial Company, Tehran, Iran.
- 1972 - 1976 Marketing and Administration Director for the Middle East Region, Perkins Company (part of a German multinational industrial group)

HONOURS AND AWARDS

- 2019 Awarded the Certificate for completing the Institute of Corporate Directors (ICD)
- 2015 Elected as President and Chair of the Board of Global Leadership and Organizational Behaviour Effectiveness (GLOBE) Research and Education Foundation.
- 2012 Nominated for the Victoria Leadership Award, Leadership Victoria, BC
- 2011 Nominated for International Leadership Award, BC Council for International Education (BCCIE)

2006-2009	Elected Chair of Canadian Federation of Business School Deans (CFBSD)
2001	Awarded the Montague Burton Fellow at Cardiff Business School, Wales
1994	Professor of the Year, MBA Program, University of Victoria, Faculty of Business
1993	Award of Excellence, Business Advisory Board, University of Victoria, Faculty of Business
1992	Best Educator's Award, Business Advisory Board, University of Victoria, Faculty of Business
1987	Best Paper Award, Academy of Marketing Science Conference
1980 - 1981	Appointed as Research Fellow at Durham University Business School
1978 - 1981	University of Wales Doctoral Fellowship/Scholarship

RESEARCH PROJECTS AND GRANTS

2018-2021	"Fostering cultural understanding in a rapidly changing world: Globe Project Fund", <u>David Movafaghian Foundation</u> , \$225K.
2018-1019	"GLOBE research program: An enhanced institutional partnership", <u>SFU International Engagement Award</u> (with Medha Kumar). \$5,500.
2017-2022	"Women Leadership across Cultures (WomenLEAD): An exploration of the relationships among gender, organizational practices and societal culture", <u>Social Sciences and Humanities Research Council of Canada (SSHRC) Partnership Development Grant</u> (with Fitzsimmons, Dorfman, P. et al.). \$200K.
2016-2022	"Societal Cultures, Leadership and the Human Side of Organizations: A Multi-Country Study with a Focus on Women Leaders and HR Practices", <u>Social Sciences and Humanities Research Council of Canada (SSHRC) Insight Grant</u> (with Fitzsimmons, S., Steinke, C., Dorfman, P. and Javidan, M.). \$270K.
2015-2016	"Developing Human Resource Climates in Health Organizations: Examining their Workplace Dynamics and Impacts Using Case Research", <u>Vancouver Island Health Authority and Michael Smith Foundation Collaborative Grant</u> . (with C. Steinke and P. Hasselback). \$15000.
2015-2016	"HR Climates: Assessing their Impact on Organizations and Employees in a Global Setting", <u>Social Sciences and Humanities Research Council of Canada (SSHRC), Connection Grant (Colloquium), Grant # 611-2014-0452</u> , (with Drs. Steinke, Bacon and Blyton). \$24416.
2015-2016	"Developing HR Climates in Health Organizations: Examining the Workplace Dynamics, & Impacts in a Global Context Using Case Research", U of Lethbridge, <u>International Research Engagement Fund (IREF)</u> (with Drs. Steinke--PI, Blyton, Bacon, McNeil, Kabasakal, Hasselback), \$18000.
2014-1015	" <i>Organizational Climate, Human Resources and Management Education: Exploring a New Dimension</i> ". University of Victoria Internal Research Grants (IRG) Competition. (with Professor Paul Blyton), \$6515.
2011-2014	"Human Resource Climates: Assessing their Impacts on Organizations Employees". <u>Social Sciences and Humanities Research Council of Canada (SSHRC)</u> , Partnership Development Grants, \$185000. Grant # 890-2010-0043. (Principle Investigator--PI, with Drs. Blyton, Steinke, Bacon, Blunsdon, and McNeil as co-investigators and Drs. Kabasakal and Hasselback as partners).
2009-2011	"Developing a framework for Engaged Leadership and Citizenship". <u>Rix Centre</u> for Engaged Corporate Citizenship, Vancouver Board of Trade, \$40000. (With Dr. Muzyka and Mr. Rezac)
2008-2010	"The Climate of HRM" Grant received from <u>Social Sciences and Humanities Research Council of Canada (SSCRC)</u> , International Opportunities Fun (IOF), \$74500, Grant # 861-2007-3002. (PI with Drs. Blyton and Bacon as co-investigators)

- 2004-2006 Promoting Healthier Workplaces: How can Corporate Canada Reduce the Cost of Healthcare? Grant received from the Change Institute (Ontario Health Ministry), \$80000 (with Drs. Downey, Sharp and Kelly)
- 2005 Organizational Change in Health Care: A Research Workshop. Sciences and Humanities Research Council of Canada's (SSHRC), Conference Grant, \$17000 (with Dr. Tom Lawrence)
- 1999-2002 Organizational Transformation in Health Care: Evaluating an Integrated Primary Care Demonstration Project, Canadian Health Services Research Foundation (CHSRF). \$280000 with matching funding from Heritage Foundation in Alberta for a total of \$500000 (PI with Drs. Hasselback, Saunders, Williams and Boudreau)
- 1992-1995 Organizational Flexibility, Social Sciences and Humanities Research Council of Canada (SSHRC), Strategic Grants, \$93,000 (with I. Ng and N. Bu)
- 1985-1990 Organizational and Industrial Relations Climates, Social Sciences and Humanities Research Council of Canada (SSHRC). Strategic Grants, \$50,000, with Blyton, P. and A. Adamson
- 1985-1987 Organizational Design of Marketing Department in Hi-Tech Firms, Social Sciences and Humanities Research Council of Canada (SSHRC) Strategic Grants, \$10,000 (with Dr. Boag)
- 1988-1989 Control and Share Ownership in Privatized Government Organizations, Social Sciences and Humanities Research Council of Canada (SSHRC), Standard Grants, \$5,000 (with Dr. Boyd)
- 1988-1989 Organizational Structure and Institutionalization Theory, Social Sciences and Humanities Research Council of Canada (SSHRC), Standard Grants, \$4,000 with M. Javidan
- 1985-1990 Organizational Structure and Climate in Smaller Hospitals in Saskatchewan, Saskatchewan Health Research Board, two grants, \$25,000
- 1984-1987 Innovation and Organizational Structure in Co-Operatives, a three year on-going grant from Saskatchewan Credit Union, \$15,000 (with Dr. Hammond-Kittleston)
- 1983-1986 An Analysis of Management and Organization of Japanese Firms in Canada. A three year grant from Hitachi Canada, \$10,000 (with Drs. Wetzel and Edmonds)
- 1985-2000 Three grants from the British Council and one from the International Council for Canadian Studies to facilitate my work with Professor Blyton in the United Kingdom on the Organizational Climate Flexibility Project, 1985-1990 for a total of \$8,000

PROGRAM DEVELOPMENT AND TEACHING EXPERIENCE

Program Development Experience

- EQUIS Accreditation for UVic's Gustavson School of Business during my first term as Dean in 2007, and reaccreditation in 2010. Reaccreditation with EQUIS (5 Years) at Beedie School of Business at SFU April 2017.
- AACSB Accreditation of Gustavson School of Business in December 2010. Assisted with Beedie School of business at SFU with reaccreditation in fall of 2015.
- Involved in a major gift and naming/creation of Charles Change Institute for Entrepreneurship at Beedie School at SFU fall of 2016.
- Helped with the process of naming the school from UVic Business to Peter B. Gustavson School of Business at UVic in 2010 and secured a major gift from Mr. Gustavson.
- Helped with the process of naming the graduate programs at the Gustavson School of Business at UVic in 2011 to Sardur S. Gill Graduate School and secured a major gift from Mr. Gill
- Helped raise a total of \$51M in fund raising between 2002-2019 (March) at the Beedie School @SFU and Gustavson School @UVic.
- Dual/double degrees with international partner universities in North America, South East Asia and Latin America, and Western Europe, and expand the Exchange Program in South

America, Eastern Europe, Western Europe, Middle East, North Africa and Asia at UVic Business (at U of L's Dhillon School, Gustavson and Beedie Schools of Business)

- Developing International Programs and the internationalization of the faculties. I have been directly involved in establishing over seventy exchange and articulation agreements with universities in Asia; Latin America; Western Europe; Eastern Europe; the Middle East and North Africa.
- Designed or was closely involved in the design and implementation of the following programs:
 - MSc/Grad Certificate in Cognitive Analytics and Accounting (Beedie School) for KPMG Canada
 - EMBA at Gustavson School designed for TELUS.
 - Master of Global Business (MGB) at Gustavson School
 - PhD program in International Management and Organization at Gustavson School
 - Graduate Diploma and Certificate in Entrepreneurship
 - MBA Integrative Management Exercise (IME) in Canada and internationally
 - Multi-Campus Programs (both at Dhillon and Beedie Schools)
 - Executive Development Programs in Canada and internationally.
 - Master of Science Program in Management and HRM
 - International Executive MBA Program (at Gustavson School—offered in Thailand)
 - MBA Program at Gustavson School of Business
 - MBA Malaysia Work-study Program, at Gustavson School
 - Distance Executive MBA Program
 - Executive Mentors Program (at Gustavson)
 - Board of Advisors (restructured and worked with in all three business schools—Dhillon, Gustavson and Beedie)

Teaching

- Taught courses in undergraduate, M.B.A., M.Sc. and Ph.D. levels :
 - Organizational Behaviour
 - Organization Theory and Design
 - Innovative Forms of Work Organization
 - Power and Politics in Organizations
 - Creativity and Innovation in Management
 - Human Resource Development
 - Leadership and Culture in Organizations
 - Managing Change in Organizations
 - Cross-Cultural/International Management and Leadership

Theses Supervised

- “Our Quest for a Great Place to Work: Finding Meaning in and at Work Through the Fit Perspective”—Anirban Kan (PhD –Gustavson UVic), 2013-2018.
- “The Regulation of Morality in Formal Organizations: Case of Iranian Oil Industry”—Masoud Shadnam (PhD—SFU Beedie), 2005-2010.
- “Organizational and Physical Design and Service Climate in Canadian Health Care System: A Study of Emergency Rooms”— (final title: Service Design in ER), C. Steinke (PhD) 2004-2009
- “Evaluating an EMR Implementation for a Health Organization-Affiliated Family Practice”—Lindsay Foreland (MSc) 2007, School of Health Information Science, UVic (on supervisory Committee)
- “What do Canadian Managers Do?”—B. Regimbald (MSc in Management), 2001-2003, University of Lethbridge

- “Trust and Institutionalization: A study of change in a health region”-K. Sonpar (MSc in management), 2001-2003, University of Lethbridge
- “Fitness for Change: A Study of Alberta Health Care”-C. Steinke (MSc in Management), 2000-2002, University of Lethbridge
- A Culture and Leadership: A Study of Iranian Managers - K. Alaim, (M.B.A. Thesis), 1997-1998, University of Victoria
- Strategy and Structure of Canadian Professional Service Firms - D.Gonsalves(M.B.A. Thesis), 1996-1997, University of Victoria
- Organizational Culture and Managerial Performance - A. Ike, (M.B.A. Thesis), 1992-1993, University of Victoria
- Organizational Flexibility in Professional Service Organizations - C. Paproski, (M.B.A. Thesis), 1993-1994, University of Victoria
- Served on supervisory Committees for over thirty M.B.A. Theses, 1992-1997
- Effectiveness of Union-Management Committees - L. McNally, (M.Sc. Thesis), 1986-1987, University of Saskatchewan
- Decentralization and Job Satisfaction Among Nursing Managers - J. O'Shaunessey (MBA Thesis), 1986-1987, University of Saskatchewan
- Pay and Commitment in Manufacturing Plants (B. Com., Honours Thesis), 1985, University of Saskatchewan
- Strategies and Structures of Cooperative Organizations - L. Hammond-Kittleston (member of the Ph.D. Thesis Committee and Supervisor), 1986-1988, University of Saskatchewan and York University

External Examination

- PhD School of Management, University Science Malaysia (USM), Penang, Malaysia, 2009 (Rachel Samuel)
- Ph.D. School of Management, University Science Malaysia (USM), Penang, Malaysia, 2007 (Lo May Chiun)
- Ph.D. School of Business Administration, Indian Institute of Technology, India 2003 (D. Dinesh)
- Ph.D., Deakin University, Australia, 2001 (S. McEachern)
- Ph.D., University of Newcastle, Australia, 2001 and 2003 (N. Bambad)
- Ph.D., Monash University, Australia, 1999 (B. Blunsdon)
- Ph.D., University of Melbourne, (RMIT), Australia, 1998 (K. Khodadad Hosseini)
- M.P.A., (4) University of Victoria, Department of Public Administration, 1992-1996
- Ph.D., University of Alberta, Faculty of Business, 1995 (F. McQuarrie)
- M.A., University of Victoria, Department of Economics, 1993
- Ph.D., University of Alberta, Faculty of Business and Sports Administration, 1992 (L.M. Kikulis)
- M.Sc., University of Saskatchewan, Department of Accounting, 1989 (J. Thatcher)

PUBLICATIONS

Books, Proceedings and Monographs

- 2014 Dastmalchian, A., Blyton, P., and Adamson, R. The Climate of Workplace Relations (Originally published in 1991), Routledge Revival Series, London/NY: Routledge, 215 pp
- 2010 Blyton, P., Blunsdon, B., Reed, K. and Dastmalchian, A. (eds.) Ways of Living: Work, Community and Lifestyle Choice, Basingstoke: Palgrave Macmillan, 288 pp
- 2006 Blyton, P., Blunsdon, B., Reed, K. and Dastmalchian, A. (eds.) Work Life Integration: International Perspectives on Managing Multiple Roles, Basingstoke: Palgrave Macmillan, 246 pp

- 1999 Dastmalchian, A. and Blyton, P. (eds.) Organizational Flexibility, Employment Practices and Globalization, Proceedings of a Conference held at the University of Lethbridge, Alberta, December, 250 pp
- 1993 Dastmalchian, A. and Blyton, P. (eds.) Organizational Flexibility, Proceedings of a Colloquium held at the University of Victoria, British Columbia, June, 124 pp
- 1991 Dastmalchian, A., Blyton, P. and Adamson, R. The Climate of Workplace Relations, London: New York, Routledge, 215 pp

Papers in Refereed Journals

- 2020 Dastmalchian, A., Bacon, N., McNeil, et al. "High-Performance Work Systems and Organizational Performance Across Societal Cultures", Journal of International Business Studies, [<https://doi.org/10.1057/s41267-019-00295-9>].
- 2019 Bayraktar, S., Karacay, G., Kabasakal, H., Dastmalchian, A. "Role of leaders as agents of negotiations for counterbalancing cultural dissonance in the Middle East and North Africa region", Journal of International Management, [<https://doi.org/10.1016/j.intman.2019.100704>]
- 2019 Dastmalchian, A., Rezac, D., Steinke, C., Imer, P. Bayraktar, S. and Muzyka, D. "Connectorship: A New Frontier for Engaged Leadership", Organizational Dynamics, [<https://doi.org/10.1016/j.orgdyn.2019.02.007>]
- 2018 Dastmalchian, A. et al. "High-Performance Work Systems and Organizational Performance: The Role of Societal Culture", Academy of Management Proceedings, Vol. 2018, No.1, pp.161-166. (<https://doi.org/10.5465/AMBPP.2018.161>). (Finalist of 2018 Best paper Award, IM Division of AOM)
- 2018 Sonpar, K., Walsh, I., Pazzaglia, F., Eng, M., Dastmalchian, A. "Picking the Measuring Stick: The Role of Leaders in Social Comparisons", Journal of Management Studies, Vol. 55, Issue 4, 677-70. [DOI: 10.1111/joms.12284, Feb 2017].
- 2016 Dastmalchian, A., Rezac, D., Muzyka, D., Bayraktar, S., Steinke, C., and Imer, P. "Developing a Measure for 'Connectorship' as a Component of Engaged Leadership", Leadership and Organizational Development Journal, Vol. 37, No. 3, pp. 403-427.
- 2015 Dastmalchian, A., McNeil, N., Blyton, P., Bacon, N., Blunsdon, B., Kabasakal, H., Steinke, C., and Varnali, R., "Organizational Climate and Human Resources: Exploring a new construct in cross-national context", Asia Pacific Journal of Human Resources, Vol. 53, Issue 4, pp.397-414.
- 2015 Steinke, C. Dastmalchian, A. and Baniyadi, Y. "Exploring Aspects of Workplace Climates in Canada: Implications for the Human Resources of Health Care", Asia Pacific Journal of Human Resources, Vol. 53, Issue 4, pp.415-431.
- 2014 Imer, P., Kabasakal, H. and Dastmalchian, A. "Personality and Contextual Antecedents of Organizational Citizenship Behavior: A Study of Two Occupational Groups", Journal of Management and Organization, Vol. 20, Issue 04, pp 441-462 (DOI: <http://dx.doi.org/10.1017/jmo.2014.44>).
- 2014 Baniyadi, M.H. and Dastmalchian, A. "The Differentiating Characteristics of Societal Cultures: An Examination of Social Values, Practices and Potential for Change", Journal of Comparative International Management, Vol. 17, No. 1, pp.1-13.
- 2013 Steinke, C., Dastmalchian, A., Blyton, P. and Hasselback, P. "Organizational change strategies within healthcare", Healthcare Management Forum, Vol. 26, Issue 3, pp. 127-135.
- 2012 Kabasakal, H., Dastmalchian, A., Karacay, G. and Bayraktar, S. "Leadership and Culture in the MENA Region: An Analysis of the Globe Project", Journal of World Business, Vol. 47, Issue 4, pp. 519-529.

- 2012 Dorfman, P., Javidan, M., Hanges, P., Dastmalchian, A. and House, R. "GLOBE: A Twenty Year Journey into the Intriguing World of Culture and Leadership", Journal of World Business, Vol. 47, Issue 4, pp.504-518.
- 2011 Kabasakal, H., Dastmalchian, A. and Imer, P. "Organizational Citizenship Behaviour: A Study of Young Executives in Canada, Iran and Turkey", International Journal of Human Resource Management, Vol. 22, No.13, pp.2703-2729.
- 2011 Ng, I. and Dastmalchian, A., "Perceived Training Benefits and Training Bundles: A Canadian Study", International Journal of Human Resource Management, Vol. 22, No. 4, pp. 829-842.
- 2010 Bacon, N., Blyton, P. and Dastmalchian, A. "The Impact of Organizational Change on Steelworkers in Craft and Production Occupational Groups", Human Relations, Vo. 63, No. 8, pp. 1223-1248.
- 2010 Chreim, S., Williams, B., Janz, L. and Dastmalchian, A., "Change Agency in a Primary Health Care Context: Case of Distributed Leadership", Health Care Management Review, Vol. 35, No. 2, pp. 187-199
- 2009 Sonpar, K., Handelman, J.M., and Dastmalchian, A., "Implementing New Institutional Logics in Pioneering Organizations: The Burden of Justifying Ethical Appropriateness and Trustworthiness" Journal of Business Ethics, Vol. 90, No. 3, pp. 345-359.
- 2009 Javidan, M. and Dastmalchian, A. "Managerial Implications of the GLOBE Project: A Study of 62 Societies" Asia Pacific Journal of Human Resources, Vol. 47, No. 1, pp.41-58
- 2006 Huang, J. and Dastmalchian, A. "Implications of Trust and Distrust for Organizations: Role of Customer Orientation in a 4-Nation Study", Personnel Review, Vol.35, No. 4, pp.361-377
- 2005 Bacon, N., Blyton. P. and Dastmalchian, A. "Significance of Working Time Arrangements Accompanying the Introduction of Teamworking: Evidence from Employees", British Journal of Industrial Relations, Vol. 43, No. 4, pp. 681-701
- 2005 Reed, K., Blunsdon, B., Blyton, P., and Dastmalchian, A. "Introduction: Perspectives on Work-Life Balance", Labour and Industry, Vol. 16, No. 2, pp.5-14
- 2003 Javidan, M. and Dastmalchian, A. "Culture and Leadership in Iran: The Land of Individual Achievers, Strong Family Ties and Powerful Elite", Academy of Management Executive, Vol. 17, No. 4, pp. 124-142
- 2001 Dastmalchian, A. and Blyton, P. "Workplace Flexibility and the Changing Nature of Work: An Introduction", Special Issue of Canadian Journal of Administrative Sciences, Vol. 18, No. 1, pp. 1-4
- 2001 Ng, I. and Dastmalchian, A. "Organizational Flexibility and Rules: A Comparison Western and Asian Organizations", Special Issue Canadian Journal of Administrative Sciences, Vol. 18, No. 1, pp. 17-24
- 2001 Kabasakal, H. and Dastmalchian, A. "Introduction to: Leadership and Culture in the Middle Eastern Countries: Norms Practices and Effective Leadership Attributes in Iran, Kuwait, Turkey and Qatar", Special Issue Applied Psychology: An International Review, Vol.50, No.4, pp.479-595
- 2001 Dastmalchian, A., Javidan, M. and Alam, K. "Effective Leadership and Culture in Iran: An Empirical Study", Special Issue Applied Psychology: An International Review, Vol.50, No.4, pp. 532-558
- 2000 Dastmalchian, A. Lee, S. and Ng, I. "The Interplay between Organizational and National Cultures: A Study of Canada and South Korea", International Journal of Human Resource Management, Vol.11, No.2, pp.388-412.
- 1999 House, R.J., Hanges, P.J., Ruiz-Quintanilla, S.A., Dorfman, P.W., Javidan, M., Dickson, M.W., Gupta, V., Dastmalchian, A., et al. "Culture Specific and Cross Culturally Generalizable Implicit Leadership Theories: Are Attributes of Charismatic/Transformational Leadership Universally Endorsed?", Leadership Quarterly, Vol. 10, No. 2, pp.219-256. (This is a team publication by GLOBE project members)

- 1988 Boag, D. and Dastmalchian, A. "Growth Strategies and Performance in Electronics Companies", Industrial Marketing Management, Vol. 17, No. 4, pp. 329-336.
- 1998 Dastmalchian, A. and Javidan, M. "High-Commitment Leadership: A Study of Iranian Executives", Journal of Comparative International Management, Vol. 1, No. 1, pp. 23-37
- 1998 Dastmalchian, A. and Blyton, P. "Introduction to Organizational Flexibility in a Cross-National Perspective", International Journal of Human Resource Management, Vol. 9, No.3, pp. 437-444.
- 1998 Ng, I. and Dastmalchian, A., "Organizational Flexibility in Canada: A Study of Control and Safeguard Rules", Special Issue International Journal of Human Resource Management, Vol. 9, No. 3, pp. 445-456.
- 1995 Javidan, M., Bemmels, B., Stratten Devine, K. and Dastmalchian, A. "Superior and Subordinate Gender and the Acceptance of Superiors as Role Models", Human Relations, Vol. 48, No. 11, pp. 1271-1284.
- 1993 Javidan, M. and Dastmalchian, A. "Successful and Effective", Digest of Management Research, (June), Vol. 4, No. 3, pp. 44-46
- 1993 Javidan, M. and Dastmalchian, A. "Assessing Senior Executives: The Impact of Context on Their Roles", Journal of Applied Behavioral Science, September, Vol. 29, No. 3, pp. 328-342
- 1992 Javidan, M. and Dastmalchian, A. "Senior Management Attributes and Performance in the Public Sector", Academy of Management Proceedings, Vol. 1992, Issue.1, pp. 306-310
- 1992 Dastmalchian, A. and Blyton, P. "Organizational Structure, HR Practices and Industrial Relations", Personnel Review, 21, 1:58-68
- 1990 Dastmalchian, A. and Boag, D. "Environmental Dependence and Departmental Structure: Case of the Marketing Function", Human Relations, 43, 12:1257-1276.
- 1990 Dastmalchian, A. and Ng, I. "Examining the Relationship between Industrial Relations Climate and Grievance Outcomes", Relations Industrielles/Industrial Relations, Vol. 45, No. 2, pp. 311-324
- 1990 Dastmalchian, A. and Tervo, R. "Decision-Making in Hospitals: A Canadian Study", International Journal of Health Care Quality Assurance, Vol. 3, No. 3, pp. 17-20
- 1989 Ng, I. and Dastmalchian, A. "Determinants of Grievance Outcomes: A Case Study", Industrial and Labor Relations Review, Vol. 42, No. 3, pp. 393-403
- 1989 Boag, D. and Dastmalchian, A. "Growth Strategies and Performance in Electronics Companies", Journal of Industrial Marketing Management, Vol3, No.4, pp.329-336
- 1989 Boag, D. and Dastmalchian, A. "Market Vulnerability and the Management of Marketing Function in Small Firms", Journal of Small Business Management, 1988, Vol. 26, No. 4, pp. 37-43
- 1989 Dastmalchian, A., Blyton, P., and Adamson, R. "Industrial Relations Climate: Testing a Construct", Journal of Occupational and Organizational Psychology, Vol. 26, pp. 21-32
- 1988 Javidan, M. and Dastmalchian, A. "Improving Strategic Planning in Canadian State-Owned Enterprises", Long Range Planning (June), pp. 98-104
- 1988 Dastmalchian, A. and Boag, D. "The Influence of Market Environments on Design and Performance of Marketing Departments", Canadian Journal of Administrative Sciences, Vol. 5, No. 1, pp. 36-46
- 1987 Blyton, P., Dastmalchian, A. and Adamson, R. "The Concept of Industrial Relations Climate", Journal of Industrial Relations, Vol. 29, No. 2, pp. 207-216
- 1987 Dastmalchian, A. and Javidan, M. "Centralization and Organizational Context: An Analysis of Canadian Public Enterprises", Canadian Journal of Administrative Sciences, Vol. 4, No. 3, pp. 302-319
- 1986 Dastmalchian, A. "Environmental Characteristics and Organizational Climate: An Exploratory Study," Journal of Management Studies, Vol. 23, No. 6, pp. 609-633
- 1986 Dastmalchian, A. "Organizational Resource Dependencies and Goal Orientation", Journal of Business Research, Vol. 14, No. 5, pp. 387-402

- 1986 Dastmalchian, A., Adamson, R. and Blyton, P. "Developing A Measure of Industrial Relations Climate", Relations Industrielles/Industrial Relations, Vol. 41, No. 4, pp. 851-859
- 1986 Boag, D., and Dastmalchian, A. "Correlates of Decision-Making Autonomy in Marketing Units: A Study of Canadian Advanced Technology Manufacturing Companies," Journal of Academy of Marketing Science, Vol. 14, No. 2, pp. 50-56
- 1984 Dastmalchian, A. "Environmental Dependencies and Company Structures in Britain," Organization Studies, Vol. 5, No. 3, pp. 227-242
- 1982 Dastmalchian, A., Blyton, P. and Abdollahian, M. "Industrial Relations Climate and Company Effectiveness," Personnel Review, Vol. 11, No. 1, pp. 35-39
- 1980 Dastmalchian, A. and Mansfield, R. "Payment Systems in Smaller Companies: Relations with Size and Climate," Personnel Review, Vol. 9, No. 2, pp. 27-32

Chapters in Books

- 2017 Dastmalchian, A., and Steinke, C., "High-performance HR practices in healthcare in Canada", in Qudrat-Ulah, H. and Tsisis, P. (eds.) Innovative Healthcare Systems for the 21st Century, NY: Springer, pp.299-334.
- 2010 Downey, A., Dastmalchian, A., Kelly, H.M., Shape, D. and K. D'Agnone, "Shifting Responsibility for Health and Healthy Lifestyles: Exploring Canadian Trends", in Blyton et al (eds.) Ways of Living: Work, Community and Lifestyle Choices, Basingstoke: Palgrave McMillan, Ch.13, pp. 288-309.
- 2010 Steinke, C., Kurosawa, R. and A. Dastmalchian, "Designing for Well-Being: The Role of the Physical Work Environment", in Blyton et al (eds.) Ways of Living: Work, Community and Lifestyle Choices, Basingstoke: Palgrave McMillan, Ch. 12, pp. 267-287.
- 2010 Kabasakal, H., Imer, P. and A. Dastmalchian, "Work Values Across Cultures: The Role of Affect and Job Outcomes among Young Executives in Canada, Iran and Turkey", ", in Blyton et al (eds.) Ways of Living: Work, Community and Lifestyle Choices, Basingstoke: Palgrave McMillan, Ch. 11, pp. 241-266.
- 2010 Blunsdon, B., Reed, K., Blyton, P. and A. Dastmalchian, "Social Change and Ways of Living: An Introduction", in Blyton et al (eds.) Ways of Living: Work, Community and Lifestyle Choices, Basingstoke: Palgrave McMillan, Ch. 1, pp. 1-14.
- 2008 Dastmalchian, A. "Industrial Relations Climate", in Blyton, P., Bacon, Nick, Fiorito, J. and Heery E. (eds.) Sage Handbook of Employment Relations, London: Sage, Ch 29: 548-571
- 2006 Blyton, P., Reed, K., Blunsdon, B. and A. Dastmalchian "Introduction: Work, Life and Work-Life Issues" in Blyton et al. (eds.) Work-Life Integration: International Perspectives on Managing Multiple Roles, Basingstoke: Palgrave McMillan, pp.1-16
- 2006 Blyton, P. and Dastmalchian, A. "Work-Life Integration and the Changing Context of Work" in Blyton et al. (eds.) Work-Life Integration: International Perspectives on Managing Multiple Roles, Basingstoke: Palgrave McMillan, pp. 17-27
- 1999 House, R.J., Hanges, P.J., Ruiz-Quintanilla, S.A., Dorfman, P.W., Javidan, M., Dickson, M.W., Gupta, V., Dastmalchian, A., et al. "Cultural Influences on Leadership and Organizations: Project GLOBE", In W.H. Mobley, M.J. Gesner, & V. Arnold (eds.) Advances in Global Leadership. Stamford, CN: JAI Press, pp. 171-233. (This is a team publication by GLOBE project members)
- 1991 Dastmalchian, A. "Flexibility in Professional Organizations: Case of Hospitals" in P. Blyton and J. Morris (eds.) Flexible Futures: Implications for Organizations and Employment, Walter De Gruyter, Chapter 17, pp. 329-347
- 1980 Dastmalchian, A. and Mansfield, R. "Pay and Incentives," in M. Poole and R. Mansfield (eds.) Management Roles in Industrial Relations, Farnborough, Hants: Gower Press, (Ch. 7) pp. 63-73

Guest Editor of Journals

- 2005 Reed, K, Blunsdon, B., Blyton, P., and Dastmalchian (Eds.), A. Special Issue on "Studies in Work-Life Balance", Labour and Industry: A journal of social and economic relations of work (December), Vol. 16, No. 2, pp. 5-114
- 2001 Dastmalchian, A. and Kabasakal, H. (Eds.), Special Issue on "Leadership and Culture in the Middle East: Norms, Practices and Effective Leadership Attributes in Iran, Kuwait, Turkey and Qatar, Applied Psychology: An International Review, (October), Vol. 50, No.4, pp.479-595
- 2001 Dastmalchian, A. with Blyton, P. (Eds.), Special Issue on "Workplace Flexibility and the Changing Nature of Work", Canadian Journal of Administrative Sciences, Vol. 18, No. 1, pp. 1-49
- 1998 Dastmalchian A., with Blyton, P. (Eds.), Special Issue on "Organizational Flexibility in a Cross-National Perspective" International Journal of Human Resource Management, Vol. 9, No.3, pp. 437-515 **(was FT 45)**

Book Reviews

- 1994 Dastmalchian, A. *Power, Politics and Participation in the Firm*, Minette, S., Aldershot, Avebury, 1992. Appeared in Organization Studies, Vol. 15, No. 2, pp. 307-309 **(FT 50)**
- 1985 Dastmalchian, A. *Organizational Strategy and Change*, J.M. Pennings and Associates, Jossey-Bass, San Francisco, Appeared in Personnel Review, Vol. 17, No. 3, pp. 36-37
- 1985 Dastmalchian, A. *Evaluating Planned Organizational Change*, K. Legge, Academic Press, London, Appeared in Personnel Review, Vol. 14, No. 4, pp. 37-39
- 1980 Dastmalchian, A. *Case studies in Organizational Behaviour*, Clegg, C. et al., (eds.), Harper and Row, London, 1985. Appeared in Personnel Review, Vol. 15, No. 4, pp. 32

Papers in Refereed Conference Proceedings

- 2019 Javidan, M., Dastmalchian, A., Dorfman, P., Egri, C., Cotton, R., and Kar, A. (2019) "GLOBE Phase 4: Improving Culture Dimension Measures and Measuring Trust Across Cultures: Instrument Design for Cross Cultural Research", Academy of Management Annual Meeting, Boston.
- 2019 Javidan, M., Dastmalchian, A., Egri, C., Dorfman, P., Bullough, A. and Kar, A. "Instrument Design to Improve Culture Dimension Measures and to Measure Trust across Cultures", Academy of International Business Annual Meeting, Copenhagen, Denmark.
- 2019 Stephan, U., Sully de Luque, M., Bullough, A., Dastmalchian, A., Dorfman, P., Miska, C., & Stahl, G. (2019) "Interpreting and Applying Culture Dimensions in Research: Best Practices and Ideas for Use of the GLOBE Dimensions in Management and International Business Research", Academy of International Business Annual Meeting, Copenhagen.
- 2018 Dastmalchian, A., Javidan, M., Dorfman, P., Fitzsimmons, S., and Cotton, R." A Study of Dynamics of Societal Culture, Trust Building, Leadership and Organizational/HR Practices", Academy of International Business Annual Meeting, Minneapolis.
- 2018 Dastmalchian, A., Javidan, M., Dorfman, P., Fitzsimmons, S., Cotton, R. and Bullough, A. "The Next Phase in the GLOBE Research Program: Culture, Practices and Leadership", Academy of Management Annual Meeting, Chicago.

- 2017 Dastmalchian, A., and Dorfman, P. "The GLOBE Conundrum: Deconstructing the Role of Culture on Leadership Effectiveness", Academy of Management Annual Meeting, Atlanta.
- 2017 Dastmalchian, A., Dorfman, P., Javidan, M., Hanges, P., Bayraktar, S., Kumar, M., GLOBE Study Phase 4: Extension, Replication and Additions", Academy of International Business Annual Meeting, Dubai.
- 2016 Dastmalchian, A., Dorfman, Javidan, M., Hanges, P. and Sully de Luque, M. "GLOBE Project's CEO Study of Leadership Behaviour across Societies: Reactions, Questions of Interest, Practical Applications and Next Steps", Academy of International Business Annual Meeting, June, New Orleans.
- 2016 Dastmalchian, A., Steinke, C., Bayraktar, S., et al. "Creating Meaningful Work Climates and HR Practices: Challenges and Opportunities of a Cross Society Research program", Academy of Management Annual Meeting, Anaheim.
- 2016 Bacon, N., Dastmalchian, A., Blyton, P. et al. " Societal Culture, High Performance Work Systems and Organizational Performance", Academy of Management Annual Meeting, Anaheim.
- 2015 Javidan, M., Dorfman, P., and Dastmalchian, A. "Conducting a longitudinal Multicountry Multiphase Research Project: the past, present, and future of Project GLOBE", European International Business Academy (EIBA) Annual Conference, Rio, Brazil (Dec.)
- 2015 Dastmalchian, A. , Bacon, N., Blyton, P., Steinke, C. and McNeil, N. "Human Resource Climates in Organizations and Across Societies: Outlining an Ongoing Multi-Country Research Program", Academy of International Business-Latin America's 5th Conference , Santiago, Chile (Jan.)
- 2015 Dorfman, P. and Dastmalchian, A. "Qualitative Insights into GLOBE's CEO Study of Leadership Behaviour across Societies—A Symposium", Academy of Management Annual Meeting, August, Vancouver, BC, Canada
- 2015 Steinke, C., and Dastmalchian, A., "Readiness for Change in Health Organizations: A Canadian Study", Administrative Sciences association of Canada's Annual Conf, June, Halifax, N.S., Canada
- 2014 Steinke, C. and Dastmalchian, A. "Exploring aspects of workplace climates in health care in Canada" Administrative Sciences association of Canada's Annual Conf, June, Muskoka, Ont., Canada.
- 2014 Sonpar, K., Walsh, I., Pazzaglia, F., Eng, M. and Dastmalchian, A. "How do leaders experience and manage social comparison processes among organizational members?" Academy of Management Annual Meeting, August, Philadelphia, USA
- 2012 Zietsma, C., Dastmalchian, A. and Tehranchi, A. "The Rich get Richer: Assessing Research Output at Canadian Business Schools", Management Education, Administrative Sciences association of Canada's Annual Meeting, Saint John's (June)
- 2011 Steinke, C. And Dastmalchian, A. "Fitness for Change: A Study of Healthcare Organizations", Health Care Management, Administrative Science Association of Canada's Annual Conference, Montreal, June
- 2010 Rathert, C., Dastmalchian, A., Steinke, C. et al. "Developing an International Research Agenda for HR in Health Care: Addressing the Knowledge to Practice Gap", Academy of Management Annual Meeting, Montreal, August
- 2009 Dastmalchian, A. "State of Management Research in Canada" Forum on Research on Business, Management and Finance—a SSHRC funded conference analyzing the future direction of Canadian Business School research, attended Oct 1-2, HEC, Montreal, Canada
- 2009 Chreim, S., Williams, B., Dastmalchian, A. and Janz, L. "Leading Change in a Primary Health Care Context: The Case of Distributed Agency", Academy of Management Annual Conference, Chicago, August

- 2008 Dastmalchian, A., Downey, A., Kelly, H., Sharpe, D., D'Agnone, K. and Steinke, C. "Shifting the Way We Think About Health: Exploring a Trend towards Healthier Organizations in Canada", Colloquium on 'Ways of Living: Work, Organizations, Community and Lifestyle Choices', Deakin Business School, Australia, December
- 2008 Kabasakal, H., Dastmalchian, A., and Imer, P. "Cultural Influence on Life Choices: A Study of Organizational Citizenship Behaviour in Canada, Iran and Turkey", Colloquium on 'Ways of Living: Work, Organizations, Community and Lifestyle Choices', Deakin Business School, Australia, December
- 2008 Downey, A., Kelly, H. D'Agnone, K., Sharp, D. and Dastmalchian, A. "The Growth Worksite Health Promotion in Canada", Health Care Management, Administrative Science Association of Canada's Annual Conference, Halifax, Nova Scotia, May-June.
- 2007 Sonpar, K., Handleman, J. and Dastmalchian, A. "Trust and Institutional Logics as Organizing Principles in Time of Radical Change: A Health Care Study from Rural Canada". (2007) The 2nd Nordic Workshop on Health Management and Organization 2007, University of Goteborg, Sweden (Dec)
- 2007 Huang, H.J., Dastmalchian, A. and Gosling M. "Integrity Issues in Organizational Innovation Process," ANZAM, Sydney, Australia
- 2007 Steinke, C. and Dastmalchian, A. "Designing Health Care Organizations for Service: A Canadian Study", European Group of Organization Studies (EGOS) Conference, Vienna (July)
- 2005 Sonpar, K., Handelman, J. and Dastmalchian, A. "It Takes Two to Tango: Trust and Institutional Logics as Organizing Principles During Change", Academy of Management's Annual Conference (Health Care Management Division), Honolulu, (August)
- 2005 Sonpar, K., Handelman, J. and Dastmalchian, A. "Micro-Process of Institutional Change in Early Adopters", Paper to be presented at European Group of Organizational Studies (EGOS) Conference, Berlin (June)
- 2005 Lawrence, T. and Dastmalchian, A. "Introduction to Organizational Change in Healthcare", Research Forum on Change and Innovation in the Organization of Healthcare, A joint SFU Business/UVic Business Conference. SFU Harbour Centre. (April 15-16)
- 2004 Miller, D., Dastmalchian, A. and Blyton, P. "Power and Contextual Explanation of Work Group Diversity Effects on Industrial Relations Climate, Organizational Behaviour, Administrative Science Association of Canada Conference, Quebec, pp.1-13
- 2004 Blyton, P. and Dastmalchian, A. "Work-Life Integration and the Changing Context of Work", Opening paper at a conference on WorkTimes/LifeTimes: managing multiple roles in the 21st century, Deakin University, Australia (December)
- 2001 Ng, I. And Dastmalchian, A. "How Effective are HR Bundles?" 4th Annual Conference of Asian Academy of Management Proceedings, Naser, D. and Suleiman, M. (Eds), Johar Bharu, Malaysia, (November)
- 2000 Dastmalchian, A. and Javidan, M. "Effective Leadership and Culture in Iran: GLOBE Findings", Proceedings of Pan Pacific Conference, Gold Coast, Australia, (June)
- 2000 Dastmalchian, A. and Javidan, M. "Culture and Leadership in Iran", World Congress in Psychology, Stockholm, Sweden, July
- 2000 Javidan, M. and Dastmalchian, A. "Charismatic Leadership in the Public Sector: A Canadian Study", Academy of Management Annual Conference, Toronto, August
- 1999 Dastmalchian, A., Lee, S., Ng, I. "Organizational and National Cultures: A Comparison of Organizational Practices in Canada and South Korea using the Competing Values Framework", 14th Annual Employment Research Unit Conference, September, Cardiff.
- 1995 Dastmalchian, A. and Javidan, M. Visionary Management: A Comparison of Taiwanese and Iranian Executives. Proceedings of 1st Asian Academy of Management, Penang, Malaysia, pp. 365-379

- 1994 Javidan, M. and Dastmalchian, A. "What Should Senior Executives Do? A Study of Canadian Executives", Proceedings of Pan Pacific Conference XI, June, Bangkok, Thailand
- 1994 Dastmalchian, A. "Organizational Flexibility", A Symposium held at ASAC Conference, (June), Halifax, Nova Scotia
- 1994 Dastmalchian, A., Javidan, M. and Jou-Ying Tseng, "Effective Executive Leadership: A Comparison of Taiwanese and Canadian Managers", Proceedings of the First South China International Symposium, Hong Kong/Macau, (March)
- 1993 Dastmalchian, A. "Organizational Flexibility: Exploring a New Direction for Research", in Dastmalchian, A. and Blyton, P. (eds.) Proceedings of Organizational Flexibility Colloquium, (June), University of Victoria, pp. 15-25
- 1993 Javidan, M. and Dastmalchian, A. "Attributes of Senior Managers and Their Performance: A Study of Managers' Perceptions in a Hospital", in, Vol. 14, No. 5, S. Burning (ed.), Administrative Association of Canada, Organizational Behaviour, (May-June), Lake Louise, pp. 151-160
- 1993 Javidan, M. and Dastmalchian, A. "The Determinants of Effective Senior Management Performance: A Cross-Cultural Study", Best Paper Proceedings of the Academy of Management Annual Meeting, Atlanta, Georgia, (August), p. 475
- 1993 Javidan, M. and Dastmalchian, A. "International Dimensions of Senior Management Leadership Profiles", Decision Science Institute's 2nd International Conference, Seoul, Korea, (June)
- 1990 Javidan, M. and Dastmalchian, A. "An Integrative Model of Executive Leadership: The North American Perspective", Proceedings of 3rd International Conference on Comparative Management, National Sun Yat-Sen University, Kaohsiung, Taiwan, (June 3-5), pp. 385-392
- 1987 Boag, D. and Dastmalchian, A. "The Relationship between Growth Strategy and Market Performance in Technology-Based Manufacturing Companies", Proceedings of the Academy of Marketing Science, Miami, pp. 382-386 (winner of the Best Paper Award)
- 1986 Javidan, M. and Dastmalchian, A. "Strategic Planning and Control in State-Owned Enterprises: Case for Institutionalization", Academy of Management Conference Proceedings, Public Sector Program, Chicago, (August), p. 406
- 1986 Dastmalchian, A. and Boag, D. "Environmental Conditions, Sub-Unit Structure and Performance: A Survey of Marketing Units in Canadian Innovative Organizations", in Organizational Behaviour, Vol. 7, A. Templer (ed.), Administrative Sciences Association of Canada, Whistler, B.C., pp. 38-48
- 1985 Dastmalchian, A., Adamson, R., and Blyton, P. "Measuring Industrial Relations Climate: Key Actor Opinions", Proceedings of the National Conference of the Association of Human Resource Management and Organizational Behaviour, Boston, pp. 647-651
- 1985 Dastmalchian, A., Javidan, M., Pasis, H. "Decision-Making Centralization, 'Organizational Context, and Dependence: Evidence from Canadian Provincially Controlled Organizations," in Organizational Behaviour, Vol. 6, W.W. Liddell (ed.), Administrative Sciences Association of Canada, Montreal, pp. 23-32.
- 1985 Boag, D. and Dastmalchian, A. "Marketing Organization, Marketing Strategy, and Market Environments," in Marketing, Vol. 6, J.C. Chabet (ed.), Administrative Sciences Association of Canada, Montreal, pp. 32-41
- 1985 Boag, D. and Dastmalchian, A. "A Framework for the Structural Design of the Marketing Unit: A Contingency Theory Approach," in Developments in Marketing Science, N.K. Malhotra (ed.), Vol. 13, Proceedings of the Academy of Marketing Science Conference, Miami, pp. 116-120
- 1984 Dastmalchian, A. and Adamson, R., "Organizational Climate and Labour-Management Relationships: Exploring the Concept of Industrial Relations Climate," in Organizational Behaviour, Vol. 5, H. Abravanel (ed.), Administrative Sciences Association of Canada, Guelph, pp. 53-60

- 1983 Dastmalchian, A. "Organizational Objectives: A Suggestion for Measurement and Relationships with Environments," in Organizational Behaviour, Vol. 4, G. Johns (ed.), Administrative Sciences Association of Canada, Vancouver, pp. 40-49
- 1983 Dastmalchian, A. "Organizational Effectiveness: Towards an Integrative Approach," in Policy, Vol. 4, M.C. Baetz (ed.), Administrative Sciences Association of Canada, Vancouver, pp. 3-13
- 1982 Dastmalchian, A. "Dependence and Strategies of Control: An Empirical Examination," in Organizational Behaviour, Vol. 3, R. Adamson (ed.), Administrative Sciences Association of Canada, Ottawa, pp. 90-99
- 1979 Dastmalchian, A. and Mansfield, R. "Payment Systems in Smaller Companies," Proceedings of the University of Wales Colloquium on Management and Industrial Relations, UWIST, Cardiff, pp. 152-173

Conference and Invited presentations

- 2018 Dastmalchian, A. Leading Change in Business Schools: Organizational Alignment for developing leaders", 7th International Business School Shanghai Conference (IBSSC), Shanghai Jiao Tong U, Shanghai, China.
- 2015 Dastmalchian, A. "Leveraging Local Identity and Attributes for Global Success in Business Schools" EFMD Conference for International & External Relations, PR, Marketing, Communication and Alumni Professionals, Beedie Business School, SFU, Vancouver, BC, Canada (March 27).
- 2014 Dastmalchian, A. "Integrating the Trends in Research Methodology in Social Science: Conference Closing Key Note Address", Australian Consortium of Social and Political Research Incorporated (ACSPRI) Conference, (Dec.10), Sydney
- 2014 Dastmalchian, A. and Mary Gowan "Designing Innovative Impactful and Engaging Curricula", AACSB Accreditation Conference, Baltimore, USA (Sept. 22)
- 2014 Dastmalchian, A. "Business School Global Alliances: Case of Gustavson's MGB", European Foundation of Management Development (EFMD) Annual Meeting, Vienna, (June 16).
- 2014 Dastmalchian, A. "HR Climate and GLOBE Project: An overview of a research program", College of Business, Chinese University of Hong Kong, HK, China (Feb. 18).
- 2013 Dastmalchian, A. "GLOBE Project's 20 years overview", Antai School of Economics and Business administration, Shanghai Jiaotong University, Shanghai (Nov 13)
- 2013 Dastmalchian, A. "HR Climate and GLOBE Project: An overview of a research program", Department of Management, University College Dublin Business Faculty, Dublin, Ireland (May 17).
- 2013 Dastmalchian, A. "Internationalization of Business Schools: An Overview and A Direction", Presented at Faculty of Business and Law, Deakin University, Melbourne, Australia (Jan 29).
- 2012 Hassleback, P. and Dastmalchian, A. "Sustainability (or Not) of Human and Organizational Climates in Healthcare", Presented at a Research Colloquium on "Creating Sustainable Organizations: The Human and Social Dimensions", (December 10-11), Deakin U. Management Centre, Geelong, Victoria, Australia.
- 2012 Blyton, P. and Dastmalchian, A. "HR Climate: An Introduction", Presented at a Research Colloquium on "Creating Sustainable Organizations: The Human and Social Dimensions", (December 10-11), Deakin U. Management Centre, Geelong, Victoria, Australia.
- 2012 Dastmalchian, A. "Internationalizing Business Education", Presentation at NFSA Annual Conference, Houston, Texas, USA (June).
- 2012 Dastmalchian, A. and Steinke, C. "Promoting Psychological Health in Organizations: Focus on Workplace Relations", Canadian Mental Health Association's (BC) 9th Annual Conference, 29 March-1 April, Vancouver.

- 2012 Dastmalchian, A. "Planning for Increasing Demand for Curriculum Accountability and Curriculum Alignment a Fiscally Shrinking World", Council for Canadian Deans of Arts, Humanities and Social Sciences Annual Meeting, Victoria, BC (April)
- 2011 Dastmalchian, A. "Trends in Specialized Master's Programs in Business and Management in North America", European Foundation of Management Education (EFMD) Annual Conference, Brussels (June).
- 2011 Dastmalchian, A. "Internationalizing Business Education", Presentation at NFSA Annual Conference, Vancouver, (June).
- 2011 Dastmalchian, A. And Karim, S. "A Survey of Research Productivity of Canadian Business Schools 2005-9", Canadian Federation of Business Schools Deans (CFBSD) meeting, Quebec City, (May).
- 2009 Dastmalchian, A. (With N. Bacon and P. Blyton) "Organizational Change and Occupational Groups: A longitudinal Study", Rouen Business School, France. (July)
- 2009 Dastmalchian, A. "An Overview of GLOBE Project: A 62 Nation Study of Culture and Leadership", Rouen Business School, France, (June)
- 2007 Dastmalchian, A. "A Multi-Nation Study of Culture and Leadership: An Overview of Project GLOBE", Presented at Instituto de Empresa, Madrid, Spain, (July)
- 2006 Dastmalchian, A. "A Multi-Nation Study of Leadership and Culture: An Overview and Methodological Thoughts from a Country Co-Investigator in the GLOBE Project", Presented at first national Australian Consortium for Social and Political Research (ACSPRI): ACSPRI Social Science Methodology Conference 2006, Sydney Univ. (Dec.)
- 2006 Blyton, P. and Dastmalchian, A. "Work, Organizations and the New Flexibility", Presentation to Deakin University Business School, Melbourne (Nov)
- 2006 Dastmalchian, A. "Moving Research into Training: Best Practices in Leadership Training for Labour, Business, and Education", invited presentation at Business Health-Employee Health: Creation, Retention and Renewal Conference, (with Angela Downey and Andy King—panel members), UBC, Vancouver (July)
- 2006 Rezac, D., Muzyka, D. and Dastmalchian, A. "Power of Positive Engagement" World Economic Forum's Young Global Leaders Summit, Vancouver (June)
- 2005 Dastmalchian, A. "On Leadership and Social Capital: the Role of Business Schools", Panel Presentation (with D. Muzyka, D. Rezac and J. Helliwell), Vancouver Board of Trade, Learning for the Boardroom Series, Wask Centre, Vancouver (Dec)
- 2002 Miller, D., Dastmalchian A. and Blyton, P. "Work Group Diversity and IR Climate: Evidence from Australia", ANZAM Conference, Melbourne, Australia (Dec.)
- 2002 Dastmalchian, A. "Leadership and Organizational Flexibility: A Study of Six National Cultures", School of Management, Sun Yat-Sen University, Taiwan, (June)
- 2002 Dastmalchian, A. "Organizational Flexibility: A Cross-National Study", Paper presented at School of Business, Bogazici University, Istanbul, Turkey (May)
- 2002 Dastmalchian, A. and Dorfman, P. "Understanding Leadership and Culture in Middle Eastern Countries: A GLOBE Project Presentation", Invited Panel Presentation, Western Academy of Management 2002, Santa Fe, New Mexico, (March)
- 2002 Dastmalchian, A. "Managers and the Art of Management", The Art and Management Seminar Series, University of Lethbridge, (February)
- 2001 Dastmalchian, A. "Leadership and Culture in the Middle East: Findings from the GLOBE Project", Key Note Address, 4th Annual Asian Academy of Management Conference, University of Sains Malaysia, Johar Baru, Malaysia, (November)
- 2001 Williams, B., Hasselback, P., Dastmalchian, A., Janz, L. and Boudreau, R. "Health Care Delivery Innovation in Southern Alberta: An organizational Perspective", Canadian Public Health Association's Annual Conference, Saskatoon, (October)
- 2001 Williams, B., Dastmalchian, A., Boudreau, B., Hasselback, P. and Janz, Linda "Organizational Transformation in Health Care: A Southern Alberta Experience", Symposium at ASAC, London, Ontario (May)

- 1997 Dastmalchian, A. and Van Thiel, M. "Leadership and International Education", NAFSA Conference: A Society for International Educators, (May 22), Vancouver
- 1994 Dastmalchian, A. "Organizational Flexibility", A Symposium held at ASAC Conference, Halifax, (June)
- 1992 Dastmalchian, A. "New Developments in the MBA Education: Case of UVic's New MBA", invited presentation on a panel (with Professors F. Luthans and R. Steers) at Pan Pacific Conference, University of Calgary (July)
- 1990 Dastmalchian, A. "Decision-Making in Hospitals: A Canadian Study", invited paper at a conference organized by the British Association of Canadian Studies: Meeting the Challenge of Health Service Management, Canada House, London (January)
- 1987 Dastmalchian, A. and Blyton, P. "Organizational Structure, Human Resource Practices, and Company Industrial Relations", presented at European Group on Organizational Studies Conference (EGOS), Berlin, (July)
- 1989 Dastmalchian, A., "Workplace Flexibility in Hospitals", Presented at a Conference, Flexible Future: Implications for Employment and Organization in the 1990's, Cardiff Business School, U.K., (September)
- 1988 Dastmalchian, A. and Ng, I. "Industrial Relations Climate and Grievance Outcomes", presented at ASAC Conference, Human Resource Management Division, Halifax, (May)
- 1988 Dastmalchian, A. "Environmental Dependence, Strategy and Structure", invited paper presented at ASAC Conference, Joint-Symposium of Policy and OB, Halifax, N.S., (May)
- 1988 Dastmalchian, A. "Developments in High Technology Sector in Canada", Employment and Economic Change in North America: Case of Canada, Cardiff Business School, and (April)
- 1985 Boag, D. and Dastmalchian, A. "Market Conditions and the Structure of Marketing Units in Hi-Tech Companies: A Pilot Study, Symposium on Strategic Decision-Making: Content and Context, University of Carleton, Research Centre for Hi-Tech Management, Ottawa, (March)
- 1985 Dastmalchian, A. and Javidan, M., "An Empirical Analysis of Strategy in Provincial Crown Corporations," presented at ASAC Conference, (Policy Division), Special Sessions on Government Enterprises, Montreal, (May)
- 1984 Dastmalchian, A. and Thomas, D.R. "Innovation in Management Education: Learning at a Distance," Pan-Pacific Conference: A Business, Economic and Technological Exchange, Honolulu, and (March)

PROFESSIONAL ACTIVITIES

- Elected as President and Chair of the Board of Global Leadership and Organizational Behaviour Effectiveness (GLOBE) Research and Education Foundation (2015-2018; 2018-2021). This is a 25-year long, 200-members from 62 countries long-term research project/organization.
- Member of the Association to Advance Collegiate Schools of Business' (AACSB's) Initial Accreditation Committee--IAC (2012-2015).
- Member of the EFMD's EQUIS Central Accreditation Board (Awarding Body), 2017-2020.
- Chair and Past Chair, Canadian Federation of Business School Deans (CFBSD), 2006-2010; Vice Chair CFBSD 2003-2006; Board member 1998-2003.
- Vice Chair, Canadian Consortium of Management Schools, 2001-2005.
- Member of international advisory Board for IESEG Business School, Lille/Paris, France (2014-present)
- Member of international advisory Board for Shailesh J. Mehta School of Management, IIT Bombay, India (2017-present)
- Member of international advisory Board, Department of Management, Boğaziçi University, Istanbul, Turkey (2010-present)

- Member of international advisory Board, Business School at University of Technology Sydney, Australia. (2016-present)
- Chair: EFMD's European Quality Improvement System (EQUIS) Peer Review for
 - Fundação Getulio Vargas (FGV) San Paolo, Brazil (2011);
 - Faculty of Economics, Bus Admin and IT, U of Zurich, Switzerland (2012);
 - City University of HK Business School, HK (2012)
 - Exeter U Business School, England, LK (2013);
 - American University of Cairo, Egypt (2013),
 - Amsterdam Business School, Amsterdam, The Netherlands (2014);
 - Jönköping International Business School, Jönköping, Sweden (2014);
 - University of Ljubljana, Ljubljana, Slovenia (2015);
 - Abu Dhabi University Faculty of Business Admin, Abu Dhabi, UAE (2016);
 - Trinity College Dublin, Ireland (2018);
 - Warsaw School of Economics, Warsaw, Poland (2018);
 - HEC Montreal, Quebec, Canada (April, 2020)
- EFMD's European Quality Improvement System (EQUIS) Peer Review Team members:
 - University of Laval Business School(2007);
 - Helsinki School of Economics—Alto University (2008);
 - Cardiff Business School, Wales, UK (2009);
 - Catholic University of Portugal (2010);
 - University of South Australia (2010);
 - Rouen Business School (2011);
 - IESEG Lille/Paris, (2012).
- Chair: AACSB Peer Review Team:
 - Lakehead University, Faculty of Business Administration (2015);
 - Brock University, Goodman School (2018);
 - Queen's Smith School of Business (2018);
 - Swinburne University Business School, Melbourne, Australia; and
 - Swinburne University, Business Program, Kuching, East Malaysia. (2019)
 - University of Edinburgh Business School (2019)
- AACSB Peer Review Team member:
 - Haskayne School of Business at University of Calgary (2012);
 - Sprott School of Business, Carlton University, Canada (2013);
 - Rowe School of Business, Dalhousie Univ Faculty of Management, Canada (2013);
 - Laurier Business School, Canada (2014);
 - Chung Yuan Christian University, Taiwan (2014);
 - National Sun Yat Sen U, Taiwan (2015);
 - Fu Jen Catholic U, Taiwan (2015);
 - I-Shou Business School, Taiwan (2015);
 - Tongji U's School of Management, (2016);
 - U of Lethbridge, Faculty of Management (2018);
 - Fudan University School of Management, China (2019)
- Consultative Service and Assistance for Accreditation for: Edwards School of Business, U of Saskatchewan, Canada (2012); ISG Business School, Paris, France; IESEG, Lille/Paris, France (2012-14); Bogazici University, Istanbul, Turkey (2013-15); JKU, Linz, Austria (2012); Deakin University Business School, Melbourne, Australia (2013); Monash Business School, Melbourne, Australia (2014); Monash Malaysia Business School, Sunway, KL,

Malaysia (2014); Monash Business School, South Africa (2014); IEA Business School, Buenos Aires, Argentina (2016); New York University of Technology, NY, USA and Vancouver, Canada (2014); University College Dublin, Dublin, Ireland (2016); Miami University Business School, Miami, Florida (2020)

- External program assessor for Dalhousie University's Faculty of Management, on behalf of University's Senate Review Committee (2012)
- External program assessor for Wilfred Laurier University's Business School, on behalf of Ontario Government (2006)
- Board Member, Director, BC New Ventures Society's Board of Directors (2003-2012)
- Board Member, Director, United Way Victoria's Board of Directors (2003-2006)
- External Assessor to Appointments and Promotions, Faculty of Economics and Management, Universiti Putra Malaysia, Malaysia (1999-present)
- External Assessor to Appointments and Promotions, Department of Management, Indian Institute of Technology, New Delhi, India (2000-present)
- Reviewer for Canadian Journal of Administrative Sciences, Human Relations; Organization Studies, Industrial and Labor Relations Review; Journal of Management Studies, Applied Psychology: An International Review; Organization Studies, Relations Industrielles-Industrial Relations; International Journal of Human Resource Management; Personnel review; J of International Business Studies; Academy of Management Proceedings.
- Editorial Boards of Asia Academy of Management Journal; and International Journal of Flexibility (GIFT Society)
- Reviewer for Grant Application for SSHRC/SSHRC's Strategic Grants
- Academic Reviewer for ASAC Conferences since (OB/OT and Policy Divisions) and Academy of Management Annual Conference, Western Academy of Management, EGOS.

UNIVERSITY RELATED ACTIVITIES

Serving on the following university and internal committees has enhanced my various academic and administrative abilities:

- Tenure and Promotion Committees
- University Budget Committees
- Search and Appointment Committees
- Internal Faculty Teams and Task Forces
- Faculty Association and Administration Negotiation Teams
- Executive Member of the Faculty of Graduate Studies
- Chair of Search Committee, Faculty of Business, University of Victoria, B.C. 1991-1996 (hired twenty-five Faculty members)
- Closely involved in the initial design, development and program planning of the Faculty of Business at the University of Victoria
- As Dean, I have had involvement in a wide range of administrative and leadership situations. Examples include:
 - Chairing and participation in a variety of committees and task forces (e.g. Faculty Council, Dean's Council, Presidential Advisory Board)
 - Managing the financial affairs of the units under the decentralized and fairly unique 'responsibility centre budgeting' (RCB) model as well as a more centralized system.
 - Re-vamped the tenure, promotion and performance standards.
 - Restructuring of the Faculty/School to accommodate six brand new programs and growth.

- Through a highly involved process I have developed an articulation of the Faculty's visions, aspirations, mission and operational objectives in the form of a document: *Roadmap to 2005* at U of L; and a similar and highly participative process between 2002-2012 at Gustavson School @UVic leading to a new Vision and the strategy documents Our Promise (and Keeping Our Promise) following a unique "One-Page" strategy approach.
- Increased research orientation of the School and developed funds to promote and facilitate research through establishing various programs and initiatives.
- Involved in raising funds through Access programs to enrich the base budget of the Faculty at U of L through an extensive lobbying program with government (1997-2001); establishing the Alumni and Development program for UVic Business and initiating the naming project as well as spearheading a process leading to an increased and substantial endowment and other funding 2002-2006. Since 2002, we have managed to raise approximately \$30M for the Gustavson School Business between 2008-2011 and in excess of \$32M since my term as dean in 2002.
- Development and creation of three Advisory Boards/Board of Advisers in multiple locations at home and internationally.
- At Gustavson School of Business, we developed the annual Distinguished Entrepreneur of the Year Award (DEYA) in collaboration with the Board of Advisors. The first event was in 2004.
- Initiation of accreditations (EQUIS and AACSB) and growth of BCom and MBA programs, creation of MGB and PhD Programs, and expansion of the Executive Programs.

CONSULTING AND EXECUTIVE DEVELOPMENT EXPERIENCE

Have been active since 1983 in consulting, development and delivery of Executive_Development Programs in the following areas:

- Organizational Design, Culture and Climate
- Organizational Change and Strategy Development
- Leadership and Role of Managers
- Mentoring
- Creativity, Innovation and Creative Problem Solving

Examples of Client Organizations:

North America

- Custom House Global Currency Exchange, Global Executive Program (now part of Western Union), Victoria, BC
- Holmes Group, Strategic Planning Process, Toronto, Ontario
- Sierra Systems (Canada and the United States)
- Pan Canadian Petroleum, Calgary, Alberta
- TransCanada (TCPL and NOVA), Across Canada and Calgary, Alberta
- Coles Group, Vancouver, British Columbia(BC)
- Ocean Pointe Resort and Spa (Delta Hotels), Victoria, BC
- ACD Systems International, Victoria, BC
- Government Not Profit Initiatives (GNPI), BC Government , Victoria, BC
- Yukon Territorial Government, Whitehorse, Yukon
- Workers Compensation Board, Vancouver, BC
- Public Service Employment Regions Commission of BC, Victoria, BC

- BC Ferries Advanced Management Program, Victoria, BC
- BC Government's *Leading the Way* and *Connecting the Future* Executive Development Programs, Victoria, BC

International

- Federal Ministry of Foreign Affairs Executive Education project (Cluj, Romania)
- United National Development Funds for Senior Executive Programs in the Middle East and Asia (Malaysia, Indonesia, Turkey, Gulf countries, Pakistan, Bangladesh, Tajikistan, Sudan)
- Iranian Development and Renewal Organization (IDRO), Industrial Management Institute (IMI) and Iranian Business School (IBS) Executive Programs (Tehran, Karaj, Rasht and Hamedan, Iran)
- Taiyuan National High-Tech Park Executive Program (Taiyuan, China)
- Doshisha Business School, (Kyoto, Japan)
- Antai Business School, Shanghai Jiaotong University (Shanghai, China)