THOMAS W. GAINEY

Department of Management
Richards College of Business
University of West Georgia
Carrollton, GA 30118-3030
(678) 839-4828
tgainey@westga.edu

EDUCATION

Ph.D., **University of South Carolina**, College of Business Administration, 2000.
    Major: Organizational Behavior. Minor: Human Resource Management.
    Dissertation Title: Determinants of Satisfaction With External Training Providers: An
                    Integration of Transaction Cost Economics and Social Exchange
                    Theory

M.B.A., **Wake Forest University**, Babcock Graduate School of Management, 1988.
    Major: Management.

B.S., **Francis Marion College**, 1986.
    Double Major: Computer Science and Management.

ACADEMIC EXPERIENCE

Chair and Professor, Department of Management
    University of West Georgia, Carrollton, GA, 2009 – Present

    The Department of Management is comprised of 18 faculty members and over 700
    major and pre-major students. Within the department, major programs of study
    are Management and Management Information Systems.

Chair and Associate Professor, Department of Management
    University of West Georgia, Carrollton, GA, 2005 – 2009.

Associate Professor, **University of West Georgia**, Carrollton, GA, 2004 – Present.

Assistant Professor, **University of West Georgia**, Carrollton, GA, 1999 – 2004.

Instructor, **University of South Carolina**, Columbia, SC, 1996-1999.

Research Assistant, **University of South Carolina**, Columbia, SC, 1996-1999.

JOURNAL PUBLICATIONS

Gainey, T.W., Bird, B.M.,& Cheng, Y. (2022). "Human Resource Management Implications of Employee Stock Ownership Plans: A Binomial Experiment Involving Publicly-Traded Companies." SAM Advanced Management Journal, 87:2, pp.39-49.

Bird, B.M, & Gainey T.W. (2018). "Petersen: Accrual Basis S Corporation Runs Afoul of the Section 267(a) Constructive Ownership Rules." Journal of Taxation, 128:3, pp. 32-39.

Gainey, T.W., & Anderson, R.J. (2017). Small Business Management: Using Assessment to Help Millennials Bridge the Gap Between the Classroom and Reality." Mountain Plains Journal of Business and Technology, 18:1, pp. 1-14.

*Note: This article was actually accepted for publication on **February 28, 2020**. Unfortunately, the editor was going through some personal issues and classified the publication based on when it was originally submitted on September 18, 2017. I have had numerous discussions with the editor and his replacement about the publication date. However, I have been unsuccessful at getting it reclassified.*

Gainey, T.W. (2017). "Improving Quality in Academic Units: The Important Role of Senior Surveys." Quality Approaches in Education, 8:1, pp. 12-20.

Bergiel, E.B., Gainey, T.W., & Bergiel, B.J. (2015). "Understanding the Relationship Between Mental Models, Conflict, and Conflict Asymmetry." Team Performance Management, 21: 7/8, pp. 320-338.

Gainey, T.W., & Sanchez, M. (2013). "Foundations of Computer Applications for College Students: A Moving Target." International Journal of Instructional Technology and Distance Learning, 10:11, pp. 15-23.

Gainey, T.W., & Dukes, S. (2013). "Examining Student Perspectives of the College Experience: The Impact of On-Line Programs." American Journal of Educational Studies, 6:1, pp. 5-16.

Anderson, J., Gainey, T.W., & Rooks, J. (2011). "Academic Social Reach and Students' Acceptance of Online and Traditional Instruction: An Ego Network Perspective." Insights to a Changing World.

Gainey, T.W., Anderson, J., & Rooks, J. (2010). "Computer-Based Classrooms in Business Schools: Factors Impacting Student Preferences."   Journal of International Business Disciplines.5:1, 13-23.   *(This paper is an updated version of a paper published earlier as "Traditional Verses Computer-Based Classrooms: Examining Business Students' Perceptions. (2010). Business Research Yearbook, 1:299-304.)*

Rooks, J., & Gainey, T.W. (2009). Blended Learning In Academia: Suggestions for Key Stakeholders. Insights to a Changing World, 3:1-13.

Gainey, T.W., & Klaas, B.S. (2008). The Use and Impact of e-HR: A Survey of HR Professionals. People & Strategy, 31:3, 50-55.

Gainey, T.W., & Rooks, J. (2008). Preparing Future Managers For a Competitive New World: The Role of Academia. Business Research Yearbook: Global Business Perspectives, 15, 444-449.

Thompson, K., & Gainey, T.W. (2007). Technology in the Workplace: A Human Resource Management Perspective. Midwestern Business & Economic Review 40, 1-5.

Gainey, T.W., Clenney, B.F. (2006). Flextime and Telecommuting: Examining Individual Perceptions. Southern Business Review, 32, 13-21.

Clenney, B.., & Gainey, T.W. (2006). Factors Impacting One's Desire to Telecommute: An Investigation of Student Perspectives. Palmetto Business Review, 9, 25-30.

Klaas, B.S., Yang, H. Gainey, T.W., & McClendon, J. (2005). HR in the Small Business Enterprise: Assessing the Impact of PEO Utilization. Human Resource Management Journal, 44:4, 433-448.

Gainey, T.W., & Klaas, B.S. (2005). Outsourcing Relationships Between Firms and Their Training Providers: The Role of Trust. Human Resource Development Quarterly, 16:1, 7-25.

Klaas, B.S., Gainey, T.W., McClendon, J., & Yang, H. (2005). Professional Employer Organizations and Their Impact on Client Satisfaction with Human Resource Outcomes: A Field Study of Human Resource Outsourcing in Small and Medium Enterprises. Journal of Management, 31:2, 234-254.

Gainey, T.W., Barnett, L., Davis, C., Turner, M., & Curvino, B. (2003). Temporary Employment: An Emerging Alternative for College Graduates. SAM Advanced Management Journal, 68, 10-14.

Gainey, T.W., & Klaas, B.S. (2003). The Outsourcing of Training and Development: Factors Impacting Client Satisfaction. Journal of Management, 29, 207-229.

Gainey, T.W., & Klaas, B.S. (2002). Outsourcing the Training Function: Results from the Field. Human Resource Planning Journal, 25, 16-22.

McClendon, J., Gainey, T.W., & Klaas, B.S. (2002). HR Outsourcing and the PEO Industry: A Survey of Client Reactions. PEO Insider, 6, 18-23.

Klaas, B.S., McClendon, J., & Gainey, T.W. (2002). Trust and the Role of Professional Employer Organizations: Managing HR in Small and Medium Enterprises. Journal of

Managerial Issues, 14, 31-48.

Klaas, B.S., McClendon, J., & Gainey, T.W. (2001). Outsourcing HR: The Impact of Organizational Characteristics. Human Resource Management Journal, 40:2, 125-138.

Klaas, B.S., McClendon, J., & Gainey, T.W. (2000). Managing HR in the Small and Medium Enterprise: The Impact of Professional Employer Organizations. Entrepreneurship Theory and Practice, 25, 107-124.

Klaas, B.S., McClendon, J., & Gainey, T.W. (1999). HR Outsourcing and its Impact: The Role of Transaction Costs. Personnel Psychology, 52, 113-136.

Gainey, T.W., Kelley, D.E., & Hill, J. (1999). Telecommuting's Impact on Corporate Culture and Individual Workers: Examining the Effect of Employee Isolation. SAM Advanced Management Journal, 64, 4-11.

Klaas, B.S., Gainey, T.W., & Dell'omo, G.G. (1999). The Determinants of Disciplinary System Effectiveness: A Line Management Perspective. Industrial Relations, 38, 542-554.

Feldman, D.C., & Gainey, T.W. (1997). Patterns of Telecommuting and Their Consequences: Framing the Research Agenda. Human Resource Management Review, 7, 369-388.

PROCEEDINGS AND PRESENTATIONS

Gainey, T.W., & Bergiel. E. (2023). "Bait-and-Switch Interviews: Indicators, Consequences, and Deterrence." Paper presented at the Academy of Business Research Conference, New Orleans, LA.

Bergiel, E., Bergiel, B., Gainey, T.W., & Upson, J. (2021). "Study Abroad in a Virtual World." Paper presented at the Academy of Business Research Conference (Virtual Presentation).

Gainey, T.W., & Bergiel, E. (2020). "Exploring the Impersonal Nature of Recruiting: Becoming an HR Ghostbuster." Paper presented at the Academy of Business Research Conference (Virtual Presentation).

Gainey, T.W., & Bird, B. (2019). "Employee Stock Ownership Plans: A Human Resource Management Perspective." Paper presented at the Academy of Business Research Conference, New Orleans, LA.

Bergiel, E., Gainey, T.W., & Bergiel, B. (2019). "Defining and Clarifying the Impact of Toxic Masculinity on the Organizational Environment." Paper presented at the Academy of Business Research Conference, New Orleans, LA.

Gainey, T.W., Bergiel, E., & Reaves, J.P. (2017). "Meeting Student Demand for Online Learning: Examining the Long-Term Consequences." Paper presented at the Academy of Business Research Conference, San Antonio, TX.

Kelleher, K., Bergiel, E., Gainey, T.W., & Bergiel, B. (2017). "The Mediating Effects of Conflict and Conflict Asymmetry on Shared Mental Models and Performance Outcomes." Paper presented at the Academy of Business Research Conference, San Antonio, TX.

Gainey, T.W., & Anderson, J. (2017). "Small Business Management: Using Assessment to Help Millennials Bridge the Gap Between the Classroom and Reality." Paper presented at the Mountain Plains Business Conference, Omaha, NE.

Gainey, T.W. (2014). "The Senior Exit Survey: As Essential Tool for Department Chairs." Proceedings of the International Academy of Business and Public Administrative Disciplines (IABPAD) Conference.

Gainey, T.W., & Sanchez, M. (2013). "Foundations of Computer Applications for College Students: A Moving Target." Proceedings of the International Academy of Business and Public Administrative Disciplines (IABPAD) Conference.

Gainey, T.W., & Dukes, S. (2011). "Examining Student Perspectives of the College Experience: The Impact of On-Line Programs." Paper presented at the Academy of Business Research Conference, Las Vegas, NV.

Bergiel, E., Gainey, T.W., & Strickland, B. (2011). "Shared Mental Models and Their Influence on Conflict and Conflict Asymmetry." Paper presented at the Academy of Business Research Conference, Las Vegas, NV.

Gainey, T.W., Anderson, J., & Rooks, J. (2010). "Traditional Verses Computer-Based Classrooms: Examining Business Students' Perceptions." Paper presented at the International Academy of Business Disciplines Conference, Las Vegas, NV.

Rooks, J., & Gainey, T.W. (2008). "Blended Learning in Academia: Suggestions for Key Stakeholders." Proceedings of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences.

Gainey, T.W., & Rooks, J. (2008). "Preparing Future Managers For a Competitive New World: The Role of Academia." Paper presented at the International Academy of Business Disciplines Conference, Houston, TX.

Gainey, T.W., & Klaas, B.S. (2006). "The Use and Impact of e-HR: A Survey of HR Professionals." Paper presented at the Southern Industrial Relations and Human Resources Conference, Louisville, KY, October.

Thompson, K., & Gainey, T.W. (2006). "Technology in the Workplace: A Human Resource Management Perspective." Proceedings of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences.

Clenney, B.F., Gainey, T.W. (2005). "Factors Impacting One's Desire to Telecommute: An Exploratory Study." Proceedings of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences.

Gainey, T.W., Clenney, B.F. (2005). "Flextime and Telecommuting: Examining Individual Perceptions." Proceedings of the Society for Advancement of Management International Business Conference.

Gainey, T.W., Klaas, B.S. (2004). "Outsourcing Relationships Between Firms and Their Training Providers: The Role of Trust." Proceedings of the Southwest Academy of Management.

Klaas, B.S., Gainey, T.W., McClendon, J., & Yang, H. (2003). "HR and the High-Growth SME: The Role of Professional Employer Organizations." Symposium on Human Resource Management and the High-Growth SME, Columbus, OH.

Klaas, B.S., Gainey, T.W., McClendon, J., & Yang, H. (2002). "Professional Employer Organizations and Their Impact on HR Outcomes: A Field Study of HR Outsourcing." Academy of Management Best Paper Proceedings.

Gainey, T.W., & Klaas, B.S. (2002). "Outsourcing the Training Function: Results from the Field." Paper presented at the annual meetings of the Southern Management Association, Atlanta, GA.

Gainey, T.W. & Klaas, B.S. (2001). "The Outsourcing of Training and Development: Its Impact on Client Organizations." Paper presented at the annual meetings of the Academy of Management, Washington, DC.

Gainey, T.W., & Carr, J.W. (2001). "The Mythical World of Business: A Dose of Reality for OB Students." Paper presented at the annual meetings of the Organizational Behavior Teaching Society, Harrisonburg, VA.

Klaas, B.S., McClendon, J., & Gainey, T.W. (2000). "Trust and the Role of Professional Employer Organizations: Managing HR in Small and Medium Enterprises." Paper presented at the annual meetings of the Southern Management Association, Orlando, FL.

Klaas, B.S., McClendon, J., & Gainey, T.W. (2000). "Determinants of Satisfaction with Professional Employer Organizations in Small and Medium Enterprises." Paper presented at the annual meetings of the Academy of Management, Toronto, ON.

Gainey, T.W., & Rymph, R.D. (2000). "Understanding Work Group Dynamics: The Impact of

the Bystander Effect." <u>Theme Resource Book of the Organizational Behavior Teaching Society</u>.

Klaas, B.S., McClendon, J., & Gainey, T.W. (1999). "Managing HR in the Small and Medium Enterprise: The Impact of Professional Employer Organizations." Paper presented at the annual meetings of the Academy of Management, Chicago, IL.

Klaas, B.S., McClendon, J., & Gainey, T.W. (1999). "HR Outsourcing and its Impact: The Role Of Transaction Costs." Paper presented at the annual meetings of the Society for Industrial and Organizational Psychology, Atlanta, GA.

Gainey, T.W. (1998). "A Critical Analysis of the Post-Bureaucratic Model." <u>Proceedings of the Southern Management Association</u>.

Klaas, B.S., Gainey, T.W., & Dell'omo, G.G. (1998). "The Determinants of Managerial Satisfaction with the Disciplinary System." <u>Proceedings of the Southern Management Association</u>.

Klaas, B.S., McClendon, J., & Gainey, T.W. (1998). "HR Outsourcing: A Transaction Cost Perspective." <u>Academy of Management Best Paper Proceedings</u>.

Feldman, D.C., & Gainey, T.W. (1998). "Patterns of Telecommuting and Their Consequences: Framing the Research Agenda." Paper presented at the annual meetings of the Academy of Management, San Diego, CA.

BOOK CHAPTERS

Klaas, B.S., McClendon, J., Gainey, T.W., & Yang, H. (2006). HR and the High Growth SME: The Role of Professional Employer Organizations. In R.L. Heneman & J. Tansky (Eds.), <u>Managing Human Resources in the Small, High Growth Firm</u>. Greenwich, CT: Information Age.

McClendon, J., Klaas, B.S., & Gainey, T.W. (2002).   HR Outsourcing and the Virtual Organization. In R.L. Heneman & D.B. Greenberger (Eds.), <u>Human Resource Management in Virtual Organizations</u>. Greenwich, CT: Information Age.

RESEARCH GRANTS

Gainey, T.W. (2003). Examining the Emergence of e-HR: An Investigation of the Antecedents and Consequences. Granted awarded by the Learning Resources Committee at the State University of West Georgia.

Klaas, B.S., McClendon, J., & Gainey, T.W. (2000). HR Systems in Small and Medium Enterprises: The Impact of Professional Employer Organizations. Grant awarded by the

Society for Human Resource Management (SHRM) Foundation.

PROFESSIONAL ACTIVITIES

Editorial Review Boards
SAM Advance Management Journal, 2002 – Present.
Franklin Publishing, 2010 – 2016.
Journal of Management, 2003 - 2005.

Ad-Hoc Reviewer
Human Resource Management (2006-Present)
Journal of Managerial Issues (2004 – Present)
B>Quest Journal (2001- 2018)
Southern Management Association, HR Track (1998 – 2017)
Southeast Decision Sciences Institute (2005)
Personnel Review (2003-2004)
Journal of Business Research (2001-2002)
Journal of Organizational Behavior (1999-2000)

Session Chair/Discussant
Academy of Business Research Meetings (Session Chair), 2019
IABPAD (Discussant), 2014
IABPAD (Chair and Discussant), 2013
IABCD (Chair), 2010
SEInforms (Chair and Discussant), 2008.
IABDC (Chair), 2008.
SEInforms (Chair and Discussant), 2005.
SAMS (Chair and Discussant), 2005.
Southwest Academy of Management (Chair), 2004.
Southern Management Association (Discussant), 2003.
Southern Management Association (Chair), 2002.

University Service
Deans Advisory Committee, 2005-present.
Provost's Council, 2020-present.
SGA Election Commission, 2015-present.
UPC Subcommittee – LO 4.1., 2021-present.
Search Committee – RCOB Director of Marketing/Events, 2022.
Search Committee – Administrative Support (Chair), 2021.
CISM 2201 Revision Committee, 2019-2020.
Search Committee – Business Law Lecturer (Chair), 2020.
Search Committee – Limited-Term Instructor (Chair), 2020.
Search Committee – Administrative Support (Chair), 2020.
Chairs Council, 2019.

RCOB New Building Planning, 2019.
Academic Advisor Search Committee, 2019.
Administrative Council, 2015-2020.
SACS Assessment Reports Review Committee, 2016-2019.
VP Jim Sutherland Five-Year Review Committee, 2017-2018.
SACS Assessment Rubric Review Committee, 2017-2018.
Search Committee - Management Lecturer (Chair), 2018.
UWG Budget Committee, 2013-2018.
Student Registration Process Task Force, 2017.
President's Greenway Recruiting Initiative (Chair), 2014-2015.
Accessibility Advisory Board, 2013-2015.
Search Committee – UWG Director of Purchasing, 2013-2014.
Attendance Policy Subcommittee, 2013-2014.
Title IX Investigative Committee, 2013-2014.
Student Employment Advisory Committee, 2008-2013.
Search Committee - Assistant Director of HR, 2012.
Search Committee - Management Lecturer (Chair), 2012.
Enterprise Risk Management Group, 2011-2012.
Dean's Evaluation Committee, 2011.
Search Committee - Operations Management Lecturer (Chair), 2011.
SGA Election Commission, 2012.
Search Committee - Management Lecturer (Chair), 2010.
Search Committee - Entrepreneurship Lecturer (Chair) 2010.
Parking and Transportation Fee Committee, 2009-2011.
University Grade Appeals Committee, 2009 – 2011.
Day-In-The-Life Committee, 2009.
Admissions Appeal Committee, 2007-2009.
College of Arts and Sciences Advisory Committee, 2008.
Administrative Director of Graduate Programs Search Committee, 2007.
President's Disciplinary Appeals Committee, 2006-2008.
Student Work Advisory Committee, 2002-2007, (Chair) 2003-2004.
Library Master Planning Committee, 2007.
UWG Faculty Senate, 2004–2007.
Institutional Studies and Planning Committee, 2004–2007.
Post-Tenure Review Committee, 2004–2006.
Graduate Programs Committee, 2005-2006.
UWG General Scholarship Committee, 2006.
Director of Technology Support Search Committee, 2006.
RCOB Assurance of Learning Committee, (Chair) 2004-2005.
IT Audit Review Committee, 2005.
UWG Management Club, (Faculty Advisor) 2004-2005.
Department Vision/Chair Committee, 2005.
Assistant Director of Technology Support Search Committee, 2004
UWG-SHRM Student Chapter, (Faculty Advisor) 2002-2004.
Search Committee - Management Assistant Professor, (Chair) 2003-2004.

A Day for West Georgia, (Department Captain) 2003..
Learning Resources Committee, 2002-2004.
Undergraduate Scholarship Committee, 2003.
Business Education Faculty Search Committee, 2003.
IS Faculty Search Committee, 2003.
Management Program Review Committee, 2003.
Department of Management Promotion and Tenure Committee, 2002.
MBA Exam Committee (Chair) 2001-2002.
Recording Secretary for Richards College of Business, 2001-2002.
Departmental Travel Committee, 2001.
SACS Committee for Administrative Processes – Physical Resources, 2000-2002.
Department of Management Promotion and Tenure Committee, (Chair) 2000.

AWARDS AND HONORS

Academy of Business Research Conference, Best Paper Award (2023)
UWG Best of the West Award (Values) (2019)
Quality Approaches in Education, Best Paper Award (2018)
Academy of Business Research Conference, Best Paper Award (2017)
UWG Best of the West Strategic Imperative Award (2016)
Emerald Literati Network Award for Excellence - Highly Commended Paper (2016).
Named David H. Hovey Distinguished Scholar (2015)
Richards College of Business Annual Faculty Service Award (2004-2005).
Beta Gamma Sigma (Inducted 2005)
Student Government Association Outstanding Faculty Member Award (2003-2004).
Richards College of Business Annual Faculty Teaching Award (2003-2004).
Richards College of Business Annual Faculty Sponsored Research Award (2003-2004).
Richards College of Business Annual Faculty Research Award (2002-2003).
Named to the OB Doctoral Consortium of the Academy of Management (1998).
Frank B. Lane Scholarship, University of South Carolina (1995-1997).
Conoco Petroleum Products Scholarship, Wake Forest University (1986-1988).
Charles H. Babcock Fellowship, Wake Forest University (1986-1988).

Note: As Department Chair I was not eligible for Richards College of Business Awards after 2005.

PROFESSIONAL EXPERIENCE

Production Supervisor, **NEPTCO, Inc.**, Granite Falls, NC, April 1991 - August 1995.
Managed production workers, department coordinators, and department leadperson. Served as chairperson of plant safety committee, education committee, and quality improvement team. Taught six-week quality improvement course to plant employees. Led Composites Department in successful ISO 9000 certification. Developed capacity planning methods and introduced a computerized scheduling system.

Shift Manager, **J.P. Stevens**, Hickory, NC, February 1990 - February 1991.
  Supervised 24 employees. Established scheduling system and maintenance program for automated equipment. Assisted IE Department in setting production rates. Designed and conducted training program for department coordinators. Balanced production lines for various product designs.

Computer Programmer/Analyst, **Alcatel NA, Inc.**, Hickory, NC, May 1988 - February 1990.
  Administered corporate computer purchase and maintenance agreements. Implemented and provided user training sessions for Electronic Data Interchange system. Developed voice and data usage cost reduction program resulting in $240,000 annual savings. Conducted information sessions on corporate assistance programs for plant MIS managers at annual meetings.

PROFESSIONAL CERTIFICATIONS

Professional in Human Resources (PHR) Recertified (2020).
Recertified with the Collaborative Institutional Training Incentive (CITI Program) (2019)
Society for Human Resource Management (SHRM-CP) Recertified (2018)
Certified in Production and Inventory Management (CPIM).

MAJOR TRAINING PROGRAMS

UWG Leadership Development Institute (2014 – 2020)
UWG Chairs Academy (2017-2018)
SAP University Alliances – Intro to ERP Workshop (2014)
Farr Associates – Team Optimization Processes (2012)
AACSB - Applied Assessment Seminar (2011)
Disney Institute – Disney's Approach to Business Excellence (2010)
Fisher & Phillips, LLP – Human Resource Academy (2010)
UWG - Conflict Management Workshop (2008)
UWG - Principles of Risk Management (2007)
UWG - Best Practices in Hiring (2007)
UWG - Conflict Resolution Workshop (2006)
UWG - Faculty Evaluation Workshop (2006)
AACSB – Department Chairs Seminar (2007)
AACSB – Maintenance of Accreditation Seminar (2004)
AACSB – Assurance of Learning Seminar (2003)

RESEARCH INTERESTS

Web-based HRIS
The Effects of HR Outsourcing
Employee Discipline

Alternative Work Systems

COURSES TAUGHT

Foundations of Business and Spreadsheet Analysis (CISM 2201)
Principles of Management (MGNT 3600)
Organizational Behavior (MGNT 3605)
Production/Operations Management (MGNT 3615)
Advanced Human Resource Management (MGNT 3625)
Human Resource Management (MGNT 4620) (Face-to-Face and Online)
Human Resource Management Applications and Analytics (MGNT 4621)
Strategic Management (MGNT 4660)
Human Resource Practicum (MGNT 4680)
Seminar in Human Resource Management (MGNT 5620)
Organizational Theory and Behavior: A Managerial Perspective (MGNT 6670)
Internships/Independent Studies (MGNT 4686)