

# Alex Scrimshire

Assistant Professor  
Department of Management & Entrepreneurship  
Williams College of Business  
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## Education:

- Ph.D. Oklahoma State University, 2017  
Spears School of Business  
Major: Management, Organizational Behavior
- M.B.A. University of Mississippi 2012  
Master of Business Administration
- B.S. University of Mississippi 2003  
Bachelor of Engineering  
Emphasis: Telecommunications

## Research Interests:

- Employee Psychological Capital
- Employee Engagement
- Entrepreneurial Psychological Capital
- Motivation

## RESEARCH:

### Journal Publications:

- Greco, L., Porck, J., Walter, S., **Scrimshire, A. J.**, & Zabinski, A., (2021). A Meta-analytic Review of Identification at Work: Relative Contribution of Team, Organizational, and Professional Targets. Accepted for publication at the *Journal of Applied Psychology*.
- Welter, C. T. & **Scrimshire, A. J.** (2021). The Missing Capital: Psychological Capital's Role in Entrepreneurial Opportunity Evaluation. *Journal of Business Venturing Insights*. (In press)
- Scrimshire, A. J.** & Lenses, M. L., (2021). Fear After Being Fired: Moderating Role of Resilience in Lessening Time Between Employment. Accepted for publication at *Personnel Review*.

**Scrimshire, A. J.**, Lensges, M., Webster, B. D., & Crosby, D., (2021). Can We Talk? Why Employees Fail to Report Negative Events to Their Managers. Accepted for publication at *Career Development International*.

Welter, C. T., **Scrimshire, A. J.**, Tolonen, D., & Obrimah, E., (2021). The Road to Entrepreneurial Success: Business Plans or Lean Startup? *New England Journal of Entrepreneurship*. (In press)

Angelone, L., & **Scrimshire, A. J.**, (2018). Engagement in Secondary Blended Classrooms. *Ohio Journal of Teacher Educators*.

**Scrimshire, A. J.**, Stone, T. H., Kisamore, & Jawahar, J. I., (2017). Do Birds of a Feather Cheat Together? How Personality and Relationships Affect Student Cheating. *Journal of Academic Ethics*.

Rahn, D. Jawahar, I. M., **Scrimshire, A. J.**, & Stone, T. H., (2016). Are Leaders Defined by Followers? Role of Follower's ILT and the Mediating Influence of LMX on Follower Outcomes. *Journal of Organizational Effectiveness: People and Performance*.

Whitson, J. A., Wang, C. S., Kim, J., Cao, J., and **Scrimshire, A.**, (2015). Responses to Normative and Norm-Violating Behavior: Culture, Job Mobility, and Social Inclusion and Exclusion. *Organizational Behavior and Human Decision Processes*.

#### **Resubmit Decisions:**

**Scrimshire, A. J.**, Edwards, B., Crosby, D., & Anderson, S., Ready to Engage? Flipping the Lens on Understanding Drivers of Employee Engagement. Revise and resubmit at the *Journal of Managerial Psychology*.

#### **Manuscripts in Preparation:**

Welter, C. T. & **Scrimshire, A. J.** Opportunity Evaluation in Risk and Uncertainty: Psychological Capital as Impetus and Inertia. Manuscript in final stages for submission to *Entrepreneurship Theory & Practice*.

**Scrimshire, A. J.**, Wang, C. S., & Edwards, B., I Get by with a Little Help from My (Imaginary) Friends: Perspective-taking, Social Support, and Employee Engagement. Manuscript in final stages for submission to the *Journal of Applied Psychology*.

**Scrimshire, A. J.** A New Hope (For Combating Ego Depletion): How Hope and Gratitude Minimize Ego Depletion, Leading to More Engaged Workers. Manuscript in final stages for submission to the *Journal of Management*.

Wang, C. S., Whitson, J. A., **Scrimshire, A. J.**, & Johnson, A., Facing multiple forms of compensatory control: Luck-related superstitions, status, and performance. Manuscript in final stages for submission to *Human Relations*.

Webster, B., Smith, M., **Scrimshire, A. J.**, & Saed, I., Exploring the Dark Triad in Leaders and Followers. Manuscript in the data collection stage and targeting *Personnel Psychology*.

Sheaf, D. J., Welter, C., & **Scrimshire, A. J.**, Psychological Capital's effect on Opportunity Evaluation in Response to Feedback. Manuscript in the data collection stage and targeting the *Journal of Business Venturing*.

Anderson, S., Edwards, B., **Scrimshire, A. J.**, & Crosby, D., The Dynamic versus Static Nature of Employee Engagement. Revising draft. Manuscript in preparation for submission to the *Journal of Occupational and Organizational Psychology*.

Crosby, D., **Scrimshire, A. J.**, & Edwards, B., Restoring the Public Service Ideal: Creating a Climate for Public Service. Data collected and being analyzing, revising draft. Manuscript in preparation for submission to the *Journal of Organizational Behavior*.

**Scrimshire, A. J.**, Bowler, W.M., and Robinson, A., Benefits and Drawbacks of Therapy Dogs in the Workplace. Manuscript in the data collection phase and targeting the *Journal of Management*.

### **Conference Presentations:**

**Scrimshire A. J.**, Wang, C. S., Edwards, B. D., and Ku, G., (August, 2020). "I Get by With Help from My Friends: Perspective-taking, Social Support, and Employee Engagement". Paper to be presented the 2020 annual conference for the Academy of Management (AOM), Vancouver Canada. \*Accepted but did not present due to COVID-19 Pandemic.

Welter, C. and **Scrimshire, A. J.**, (August, 2020). "Opportunity Evaluation under Uncertainty: Psychological Capital as Impetus and Inertia". Paper to be presented the 2020 annual conference for the Academy of Management (AOM), Vancouver Canada. \*Accepted but did not present due to COVID-19 Pandemic.

**Scrimshire, A. J.**, Lenses, M., and Crosby, D., (November, 2019). "Can we talk? Why employees fail to report negative events to their managers". Paper presented at the 2019 annual conference for the Southern Management Association (SMA), Norfolk, VA.

**Scrimshire, A. J.**, Edwards, B., Crosby, D., and Anderson, S., (November, 2019). "How Do You Like Me Now? Improving Public Sector Employee Engagement through Social-identity and Self-categorization". Paper presented at the 2019 annual conference for the Southern Management Association (SMA), Norfolk, VA.

Welter, C. and **Scrimshire, A. J.**, (November, 2018). Too Much of a Good Thing: When Psychological Capital Hurts Entrepreneurs. Paper presented at the 2018 annual conference for the Southern Management Association (SMA), Lexington, KY.

- Scrimshire A. J.**, Wang, C. S., and Edwards, B. D., (August, 2018). With Help from My (imaginary) Friends: Perspective-taking, Self-efficacy, and Employee engagement. Paper presented at the 2018 annual conference of the Academy of Management (AOM), Chicago IL.
- Wysong, D. C. and **Scrimshire, A. J.**, (June, 2018). Gamification and the Evolution of Management Education. Paper presented at the 2018 annual conference of the Management and Organizational Behavior and Teaching Society (MOBTS), Conway, SC.
- Welter, C. and **Scrimshire, A. J.**, (May, 2018). The Dark-side of Psychological Capital for Entrepreneurs. Paper presented at the 2018 conference on The Implications of Uncertainty for Management and Organization Theories. Pittsburgh, Pennsylvania.
- Whitson, J. A., Wang, C. S., and **Scrimshire, A. J.**, (August, 2017). When Forms of Compensatory Control Collide: Luck-Related Superstitions, Status, and Task Performance. Paper presented at the 2017 annual conference of the Academy of Management (AOM), Atlanta, GA.
- Scrimshire, A. J.**, Stone, T. H., Kisamore, J., and Jawahar, I.M., (October, 2016). Why Students Help Others Cheat: It's Personal and Social. Paper presented at the 2016 annual conference of the Southern Management Association (SMA), Charlotte, NC.
- Scrimshire, A. J.**, Stone, T. H., Kisamore, J., and Jawahar, I.M., (June, 2016). Birds of a Feather, Cheat Together: What, Who, and Why of Helping Others Cheat. Paper presented at the 2016 annual conference for the Administrative Sciences Association of Canada (ASAC), Edmonton, Alberta, Canada.  
*\*Selected as a best student paper for the Human Resources division.*
- Scrimshire, A. J.**, Wang, C., Whitson, J., Hill, A., and Miller, G., (June, 2015). "But this Quarter is Supposed to be Lucky!" The Ironic Effects of Status and Luck on Self-Efficacy and Negotiation Outcomes. Paper presented at the 2015 annual conference for the International Association for Conflict Management (IACM), Clearwater, FL.
- Crosby, D., Edwards, B., **Scrimshire, A. J.**, Thomas, J., Anderson, S., Castagna R., (April, 2014). Engaging the Public Sector. Presentation at the *Bedlam Annual Conference*, Tulsa, Oklahoma.
- Wang, C., Whitson, J., Kim, J., Cao, J., and **Scrimshire, A. J.**, (August, 2013). Mobility, Culture, and the Selection of Norm Enforcement Strategies. Paper presented at the 2013 annual conference of the Academy of Management (AOM), Lake Buena Vista, FL.
- Scrimshire, A.J.**, (April, 2013). Insights into the human billboard: Utilizing the five senses of body work as an impression management tool. Poster Presentation at the *Bedlam Annual Conference*, Norman, Oklahoma.

**Special Presentations:**

**Scrimshire, A. J.**, (November, 2019). *Miller College of Business Regional Research Series*; Invited speaker. Ball State University, Muncie, Indiana.

**Scrimshire, A. J.**, (November, 2016). Leading, by digging for gold. Presentation at the *Prevention and Recovery Conference*, Oklahoma City, Oklahoma.

**Scrimshire, A. J.**, (April, 2016). Reducing employees' mental fatigue and improving employee engagement. Company data report. Given to the board of the Oklahoma Department of Mental Health and Substance Abuse Services. Oklahoma City, Oklahoma.

### **Technical report:**

Edwards, B. D., Crosby, D. H., and **Scrimshire, A. J.**, (2015). *OKDHS employee engagement report*. Submitted to the Oklahoma Department of Human Services.

## **TEACHING:**

### **Williams College of Business, Xavier University (2017-current)**

Current classes: Fall 2021 Faculty Research Leave.

Previous classes:

- SHRM 600 (Online MBA) – Introduction to Human Resource Management, *two sections*. Overall teaching effectiveness: **4.64 out of 5** (26 of 34 students responding) (**Summer, 2021**).
- MGMT 200 – Managerial Behavior, Undergraduate level, one section. Overall teaching effectiveness: **4.5 out of 5** (18 of 29 students responding) (**Spring 2021**).
- SHRM 345 – Compensation, Undergraduate level, one section. Overall teaching effectiveness: **4.09 out of 5** (11 of 12 students responding) (**Spring 2021**).
- MGMT 309 – Change Management, Undergraduate level, one section. Overall teaching effectiveness: **4.08 out of 5** (12 of 17 students responding). (**Spring 2021**).
- MGMT 200 – Managerial Behavior, Undergraduate level, *two sections*. Overall teaching effectiveness: **4.54 out of 5** (33 of 40 students responding) (**Fall 2020**).
- SHRM 370 – Training and Development, Undergraduate level, one section. Overall teaching effectiveness: **4.56 out of 5** (9 of 12 students responding) (**Fall 2020**).
- SHRM 600 (Online MBA) – Introduction to Human Resource Management, *two sections*. Overall teaching effectiveness: **4.88 out of 5** (16 of 24 students responding) (**Summer, 2020**)
- SHRM 200 – Strategic Human Resource Management, Undergraduate level, *two sections*. Overall teaching effectiveness: **4.86 out of 5** (25 of 54 students responding) (**Spring 2020** \*COVID-19 interrupted semester. Classes were moved to remote learning post spring break).
- SHRM 370 – Training and Development, Undergraduate level, one section. Overall teaching effectiveness: **4.5 out of 5** (8 of 11 students responding) (**Spring 2020** \*COVID-19 interrupted semester. Classes were moved to remote learning post spring break).
- SHRM 345 – Compensation, Undergraduate level, one section

- Overall teaching effectiveness: **4.86 out of 5** (7 of 8 students responding) (**Spring 2020 \*COVID-19 interrupted semester. Classes were moved to remote learning post spring break.**)
- MGMT 300 – Managerial Behavior, Undergraduate level, one section  
Overall teaching effectiveness: **4.55 out of 5** (14 of 17 students responding) (**Fall 2019**).
  - SHRM 200 – Strategic Human Resource Management, Undergraduate level, *two* sections  
Overall teaching effectiveness: **4.54 out of 5** (43 of 57 students responding) (**Fall 2019**).
  - SHRM 200 – Strategic Human Resource Management, Undergraduate level, *two* sections  
Overall teaching effectiveness: **4.69 out of 5** (45 of 56 students responding) (**Spring 2019**).
  - SHRM 370 – Training and Development, Undergraduate level, one section  
Overall teaching effectiveness: **4.67 out of 5** (18 of 22 students responding) (**Spring 2019**).
  - SHRM 345 – Compensation, Undergraduate level, one section  
Overall teaching effectiveness: **4.45 out of 5** (20 of 25 students responding) (**Spring 2019**).
  - SHRM 200 – Strategic Human Resource Management, Undergraduate level, three sections  
Overall teaching effectiveness: **4.5 out of 5** (82 of 94 students responding) (**Fall 2018**).
  - SHRM 200 – Strategic Human Resource Management, Undergraduate level, three sections  
Overall teaching effectiveness: **4.45 out of 5** (66 of 80 students responding) (**Spring 2018**).
  - SHRM 200 – Strategic Human Resource Management, Undergraduate level, three sections  
Overall teaching effectiveness: **4.59 out of 5** (78 of 92 students responding) (**Fall 2017**).

**Spears School of Business, Oklahoma State University (2013-2017)**

- MGMT 3013: Fundamentals of Management, Undergraduate level, *two* sections (**Spring 2017**)  
Class sizes of 45 and 44: Overall teacher evaluation of 4.74 out of 5.
- MGMT 3313: Human Resource Management, Undergraduate level (**Fall 2016**)  
Class size of 54: Overall teacher evaluation of 4.60 out of 5.
- MGMT 3313: Human Resource Management, Undergraduate level (**Spring 2016**)  
Class size of 54: Overall teacher evaluation of 4.61 out of 5.
- MGMT 3123: Organizational Behavior, Undergraduate level (**Spring 2016**)  
Class size of 74: Overall teacher evaluation of 4.67 out of 5.
- MGMT 3313: Human Resource Management, Undergraduate level (**Fall 2015**)  
Class size of 77: Overall teacher evaluation of 4.63 out of 5.
- MGMT 3013: Fundamentals of Management, Undergraduate level (**Summer 2015**)  
Class size of 21: Overall teacher evaluation of 3.85 out of 4.
- MGMT 3313: Human Resource Management, Undergraduate level; (**Spring 2015**)  
Class size of 54; Overall teacher evaluation of 3.81 out of 4.
- MGMT 3313: Human Resource Management, Undergraduate level; (**Fall 2014**)  
Class size of 74; Overall teacher evaluation of 3.70 out of 4.
- MGMT 3313: Human Resource Management, Undergraduate level; (**Summer 2014**)  
Class size of 20; Overall teacher evaluation of 3.77 out of 4.
- MGMT 5113: Management and Organization Theory, MBA Discussion Leader, Graduate level;  
(**Fall 2013**) Class size of 60

- MGMT 4213 – Managing Diversity in the Workplace, emergency lecturer for three classes. October-December; **(Fall 2016)**.

**Teaching Interests:**

- Organizational Behavior
- Management
- Human Resources
- Leadership
- Motivation

**SERVICE:**

**Service to the Profession:**

*Ad Hoc Reviewer*

- Career Development International Journal; 2014 to present
- Journal of Academic Ethics; 2017 to present
- The Journal of Psychology: Interdisciplinary and Applied; 2019 to present
- The Journal of Personality; 2019 to present

*Reviewer*

- Academy of Management Annual Meeting, 2013 to present
- Southern Management Association, 2013 to present
- International Association for Conflict Management, 2015
- Society for Industrial and Organizational Psychology, 2016

*Service*

- Round table discussant – “Management Teaching PDI” – Southern Management Association, 2019.
- Committee member for the best doctoral paper for the Human Resource Management/research Methods track – Southern Management Association, 2019.
- Round table discussant – “Management Teaching: Idea Sharing and Q&A” – Southern Management Association, 2018.
- New Student Mentor program (Mentor) - Southern Management Association 2016)
- Paper Symposium Discussant for the Academy of Management meeting, 2015

**Service to the University:**

**Xavier University:**

- Xavier University: Williams College of Business Curriculum Committee
- Xavier University: Spring '19 - Williams College of Business, Department of Management & Entrepreneurship Search Committee co-chair for tenure-track faculty for employment in Fall 2022.

- Xavier University: Spring '19 - Williams College of Business, Department of Management & Entrepreneurship Search Committee co-chair for tenure-track faculty for employment in Fall 2019.
- Xavier University: Williams College of Business, Board of Executive Advisors (BEA) subcommittee on student engagement Chair, 2019.
- Xavier University: Williams College of Business, Board of Executive Advisors (BEA) subcommittee on student engagement member, 2018.
- Xavier University: Department of Management & Entrepreneurship Hiring Process Task force member, 2018.
- Xavier University: Student Advising. Spring 2018 to present

### **Oklahoma State University:**

- Oklahoma State University: Spears School of Business Doctoral Students Association President (inaugural) 2016-2107.
- Oklahoma State University: Academic Integrity Board, Spears School of Business Student Representative, 2016-2017.

### **Professional and Academic Affiliations:**

Academy of Management, 2013 to present

Southern Management Association, 2012 to present

Society for Industrial and Organizational Psychology, 2013 to 2018

United States Association for Small Business and Entrepreneurship, 2018 to 2019

International Association for Conflict Management, 2015

### **Professional Development:**

- Participant, Academy of Management 2019, HR Division New Faculty Consortium.
- Participant, Academy of Management 2018, HR Division New Faculty Consortium.
- Participant, Management and Organizational Behavior and Teaching Society, 2018, Early Educator Institute.
- Participant, Southern Management Association, Late Stage Doctoral Consortium, 2016, Charlotte, NC.
- Participant, Academy of Management 2016 Organizational Behavior Late Stage Doctoral Consortium, Anaheim, CA.
- Participant, Longitudinal Data Analysis Using SAS® (Statistical Horizons), Atlanta, GA. 2016.
- Participant, Academy of Management 2015 Human Resources Late Stage Doctoral Consortium, Vancouver, ON, CA.
- Participant, Southern Management Association 2013 Early Stage Doctoral Consortium, New Orleans, LA.
- Participant, Academy of Management 2013 Early Stage Doctoral Consortium, Philadelphia, PA.

### **Awards and Honors:**

- Xavier University Ignatian Educator of Distinction, Spring 2020.



- Xavier University “Downing Scholar” for undergraduate research project, Spring 2020 – Fall 2021.
- Williams Intellectual Contributions Summer Grant (\$5000), Xavier University, Spring, 2019.
- Xavier University Ignatian Mentoring Program participant, Fall, 2019-Spring 2020.
- Williams Teaching Development Grant. Awarded to aid in attending the Management and Organizational Behavior Teaching Scholars (MOBTS) conference, Conway, SC, 2018.
- Xavier University 2018 Summer Fellowship award recipient (\$4000).
- Early Educator Institute Scholarship from the Management and Organizational Behavior Teaching Scholars (MOBTS) conference. Awarded for the Early Educator Institute and Teaching Conference. Conway, SC 2018.
- Outstanding Graduate Teaching Associate, Spears School of Business (2016)
- Three-minute thesis (3MT) presentation Spears School of Business winner and school-wide finalist. Oklahoma State University (2016).
- Dispute Resolution Research Center (DRRC) scholarship from the Kellogg School of Management, Northwestern University. Awarded for the International Association for Conflict Management (IACM) conference, Clearwater, Florida, 2015

**Professional Experience:**

- Assistant Professor of Management and Entrepreneurship, *Xavier University*. Cincinnati, OH. August 2017-current
- Graduate Teaching Assistant, *Oklahoma State University*. Stillwater, OK. August 2014 to 2017
- Graduate Research Assistant, *Oklahoma State University*. Stillwater, OK. August 2012 to 2017
- Graduate Research Assistant, *University of Mississippi*. University, MS. January 2011 to May 2012
- High School Mathematics Teacher and Athletics Coach, *West Union Attendance Center*. Myrtle, MS. August 2006 to May 2010
- Graduate Assistant – Campus Recreation, *University of Mississippi*, University, MS. August 2005 to May 2006.
- 27 hours of Graduate level mathematics. *University of Mississippi*, University, MS. August 2003 to May 2006.