

LAURA MARLER

Jim & Pat Coggin Endowed Professor of Management
College of Business, Mississippi State University
318.623.8685 | lm535@msstate.edu

EDUCATION

D.B.A., OB/HR, Louisiana Tech University, 2008
M.B.A., Louisiana Tech University, Management Concentration, 2004
B.S., Louisiana Christian University (formerly Louisiana College), Accounting Major, 2002

ADMINISTRATIVE EXPERIENCE

Mississippi State University, Department of Management & Information Systems

Department Head, 2020 – Present

- Lead a department of 23 full-time faculty, scheduling and overseeing 95 courses serving 4,716 students in a single semester
 - Helped secure over \$300,000 for departmental renovations including a naming gift for the Dunn Conference Room
 - Established a Departmental Executive Advisory Board
 - Facilitated scholarship gifts from board members
 - Expanded Entrepreneurship Initiatives
 - Launched an Entrepreneurship & Management Study Abroad course
 - Led faculty collaboration to design a new Entrepreneurship major
 - Implemented onboarding practices for new faculty integration
 - Revitalized the [Center of Family Enterprise Research \(COFER\)](#), increasing research visibility and industry outreach
 - Co-created [The Family Business Bulletin \(TFBB\)](#) to disseminate practical research insights
 - Integrated Family Business Management into the curriculum
 - Facilitated the first student team to compete in The Schlesinger Global Family Enterprise Case Competition
 - Started the selection process to hire an intern to elevate the social media presence of COFER and TFBB
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ACADEMIC EXPERIENCE

Mississippi State University, Department of Management & Information Systems

PhD Program Coordinator, 2017 – 2020

Professor of Management, 2020 – Present

Associate Professor, 2014 – 2020

Assistant Professor, 2008 – 2014

Louisiana Tech University, Department of Management & Information Systems

Teaching Assistant, 2006 – 2008

Research Assistant, 2004 – 2006

Graduate Assistant, 2002 – 2004

AWARDS & RECOGNITION RECEIVED

SEC Academic Leadership Fellow – One of four MSU representatives, 2024-2025

Faculty Leadership Program - Participant, James D. McComas Class, 2019 – 2020

Professorship - Jim & Pat Coggin Endowment, College of Business, 2020 – Present

Fellowship - Bobby & Barbara Martin Fellow, College of Business, 2019 – 2020

Research Awards

Notable Scholar, College of Business, Award Recipient, 2012, 2013

State Pride, Mississippi State University, Award Recipient, 2010, 2011

Professional Research-Related Service Awards

Outstanding Reviewer, *Entrepreneurship Theory and Practice*, 2017

Outstanding Reviewer, OB Division of the Academy of Management, 2008 – 2011

Ph.D. Advisor Award - Outstanding Advisor Award, Graduate Student Association, 2019

RESEARCH

Research Summary - Research interests include the management of human talent in family firms and proactivity. Research has been published in 32 peer-reviewed journal articles (18 A-level, 8 B-level, & 6 unranked by College) and 4 book chapters, cited over 4,500 times, and presented in over 45 peer-reviewed and 3 invited conference presentations.

Peer Reviewed Research Journal Articles *denotes former PhD student

1. Kim*, T., Medina-Craven, M. N., Marler, L. E., Long, R. G. Fugate, M. 2024. Attracting nonfamily applicants to the family firm: A signaling theory approach. *Journal of Small Business Management*^{ABS-A}, 1-29. <https://doi.org/10.1080/00472778.2024.2378906>
2. Kim*, T., Sexton, J., & Marler, L.E. 2023. Innovation as a mixed gamble in family firms: The moderating effect of inter-organizational cooperation. *Small Business Economics*^{ABS-A Special Issue}, “The “open family firm”: Social capital, networks, collaborations and the formation of business and entrepreneurial ecosystems in the family business context.” 60: 1389-1408.
3. Marler, L.E., Cox, S.S., Simmering, M.J., Rogers*, B.L. & Matherne*, C.F. 2023. Can do and reason to: when are proactive employees willing to share negative information?, *International Journal of Organizational Analysis*, 31(3): 646-660.
4. Vardaman, J.M., Markin, E.T., Penney, C.R., Marler, L.E., & McKee*, DLN. 2022. Willing and able? The screening and adoption of habitual family venture opportunities *Family Business Review*^{COB-A}, 35 (2): 126-139.
5. Kim*, T., & Marler, L.E. 2022. Are non-blood related “family” members treated differently? Determinants of bifurcation bias among family members in the family firm, *Journal of Family Business Management*, 12(1): 136-151.
6. Li*, Z., Daspit, J., & Marler, L.E. 2022. Executive Pay Dispersion: Reconciling the Differing Effects of Pay Inequality and Pay Inequity on Firm Performance. *The International Journal of Human Resource Management*^{ABS-A}, 33(15): 3056-3084.
7. Fang*, H., Singh, K., Kim*, T., Marler, L., Chrisman, J. 2022. Family business research in Asia: Review and future directions. *Asia Pacific Journal Management*^{ABS-A}, 39: 1215-1256.
8. Carr, J., Vardaman, J. M., Marler, L. E., McLarty, B. & Blettner, D. 2021. Psychological antecedents of decision comprehensiveness and their relationship to decision quality and

- performance in family firms: An upper echelons perspective. *Family Business Review*^{COB-A} Special Issue on “Psychological Foundations of Management in Family Firms.” 34(1): 33-47.
9. Tabor*, W., Madison, K., Marler, L. E., & Kellermanns, F. W. 2020. The effects of spiritual leadership in family firms: A conservation of resources perspective. *Journal of Business Ethics*^{COB-A} Special Issue on “Values, Spirituality, and Religion: Family Business and the Roots of Sustainable Ethical Behavior.” 163: 729-743.
10. Vardaman, J. M., Rogers*, B., Marler, L. E. 2020. Retaining nurses in a changing health care environment: The role of job embeddedness and self-efficacy. *Health Care Management Review*^{COB-A}, 45(1): 52-59.
11. Penney, C. P., Vardaman, J. M., Marler, L. E., & Antin-Yates*, V. A. 2019. An image theory of strategic decision-making in family businesses. *Journal of Family Business Management*, 9(4): 451-467.
12. Bajaba*, S., Fuller, J. B., Marler, L. E., & Bajaba*, A. 2021. Does mindfulness enhance the beneficial outcomes that accrue to employees with proactive personalities? *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues*, 40, 475-484.
13. Marler, L. E., & Stanley, L. J. 2018. Who are your friends? The influence of identification and family in- and out-group friendships on nonfamily employee OCB and deviance. *Entrepreneurship Theory and Practice*^{COB-A}, 42(2), 310-316.
14. Marett, E. G., Marler, L. E., & Marett, L. K. 2018. Socioemotional wealth importance within family firm internal communication. *Journal of Family Business Management*, 8(1), 22-37.
15. Fuller, B., Liu, Y., Bajaba*, S., Marler, L. E., & Pratt, J. 2018. Examining how the personality, self-efficacy, and anticipatory cognitions of potential entrepreneurs shape their entrepreneurial intentions. *Personality and Individual Difference*^{ABS-A}, 125, 120-125.
16. Dhaenens*, A. J., Marler, L. E., Vardaman, J. M., & Chrisman, J. C. 2018. Mentoring in family businesses: Toward an understanding of commitment outcomes. *Human Resource Management Review*^{COB-A}, 28, 46-55.
17. Fuller, J. B., Marler, L. E., Cox, S. S., Simmering, M. J., Bennett, R. B., & Curry*, J. 2017. You’ve got the touch, or do you? A gendered emotional display perspective on workplace touch and perceived supervisor support. *Journal of Managerial Issues*, 29(4), 395-413.
18. Marler, L. E., Botero, I. C., & De Massis, A. 2017. Succession-related role transitions in family firms: The impact of proactive personality. *Journal of Managerial Issues Special Issue on “Strategic Issues in the Family Firm,”* 29(1), 57-81.
19. Holt, D. T., Markova, G., Dhaenens*, A. J., Marler, L. E., & Heilmann, S. G. 2016. Formal or informal mentoring: What drives employees to seek informal mentors? *Journal of Managerial Issues*, 28(2), 67-82.

20. Fuller, J. B., Marler, L. E., Hester, K., & Otondo, R. 2015. Leader reactions to proactive behavior: Giving credit when credit is due. *Human Relations*^{COB-A}, 68(6), 879-898.
21. Marler, L. E., & Marett, L. K. 2013. Feedback distractions during computer-mediated group collaboration. *Journal of Managerial Issues*, 25(2), 172-191.
22. Simmering, M. J., Fuller, J. B., Marler, L. E., Cox, S. S., & Bennett, R. J. 2013. Tactile interaction norms and positive workplace touch. *Journal of Managerial Issues*, 25(2), 132-153.
23. Fuller, J. B., Marler, L. E., & Hester, K. 2012. Bridge building within the province of proactivity. *Journal of Organizational Behavior*^{COB-A}, 33(8), 1031-1192.
24. Marler, L. E., McKee*, D. N., Cox, S. S., Simmering, M. J., & Allen, D. G. 2012. Don't make me the bad guy: Self-monitoring, organizational norms, and the Mum Effect. *Journal of Managerial Issues*, 24(1), 97-116.
25. Barnett, T., Long, R. G., & Marler, L. E. 2012. Vision and exchange in intra-family succession: Effects on procedural justice climate among non-family managers. *Entrepreneurship Theory and Practice*^{COB-A}, 36(6), 1207-1225.
26. Marler, L. E., Cox, S. S., Simmering, M. J., Bennett, R. J., & Fuller, J. B. 2011. Exploring the role of touch and apologies in forgiveness of workplace offenses. *Journal of Managerial Issues*, 23(2), 144-163.
27. Fuller, J. B., Simmering, M. J., Marler, L. E., Cox, S. S., Bennett, R. J., & Cheramie, R. A. 2011. Exploring touch as a positive workplace behavior. *Human Relations*^{COB-A}, 64(2), 231-256
28. Cox, S. S., Marler, L. E., Simmering, M. J., & Totten, J. 2011. Giving feedback: Development of scales for Mum Effect, discomfort giving feedback, and feedback medium preference. *Performance Improvement Quarterly*, 23(4), 49-69.
29. Pearson, A. W., & Marler, L. E. 2010. A leadership perspective of reciprocal stewardship in family firms. *Entrepreneurship Theory and Practice*^{COB-A}, 34(6), 1117-1124.
30. Fuller, J. B., & Marler, L. E. 2009. Change driven by nature: A meta-analytic review of the proactive personality literature. *Journal of Vocational Behavior*^{COB-A}, 75, 329-345.
31. Fuller, J. B., Marler, L. E., & Hester, L. K. 2006. Promoting felt responsibility for constructive change and proactive behavior: Exploring aspects of an elaborated model of work design. *Journal of Organizational Behavior*^{COB-A}, 27, 1089-1120.
32. Fuller, J. B., Marler, L. E., Hester, K., Frey, L., & Relyea, C. 2006. Construed external image and organizational identification: A test of the moderating influence of need for esteem. *The Journal of Social Psychology*, 146, 701-716.

Book Chapters

1. Marler, L. E., Vardaman, J. M., & Allen, D. G. 2021. Human resource management in family firms: Review, integration, and opportunities for future research. In M. Buckley, T.

Wheeler, J. Baur, & J. Halbesleben's *Research in Personnel and Human Resources Management*, Vol. 39., Emerald Publishing Limited.

2. Marler, L. E., Barnett, T., & Vardaman, J. M. 2019. *Justice in the family firm: An integrative review and future research agenda*. In E. Memili & C. Debrill's edited book, *Heterogeneity among Family Firms*, Palgrave.
3. Marler, L. E., & Fuller, J. B. 2016. *The emergence of dark riders in high performance work systems*. In N. Ashkanasy, R. Bennett, & M. Martinko's *Understanding the High Performance Workplace: The Line between Motivation and Abuse*. SIOP Frontier Series.
4. Marler, L. E. 2005. *Goals and Goal-setting*. In M. Helms (Ed.), *Encyclopedia of Management* (5th edition). London: Gale.

*Conference Paper/Panel Presentations *denotes former PhD student*

1. Bevacqua*, A., Black, N., & Marler, L. E. *The Supervisor's Dilemma: Unraveling the Costs & Benefits of Family-Supportive Supervisor Behaviors*. Southern Management Association Conference, San Antonio, TX, 2024.
2. The interaction of human resources and organizational behavior in family firms: Theoretical extensions to managing human capital. Submission to AOM 2024. Organizers: Alyssa Bevacqua*, Tyler Byrch*, Siwei Jang*, Laura Marler, Myles Melacon*, and Destiny Orr*. Panelists: Jon Carr, Kimberly Eddleston, and Laura Marler.
3. Nehme, A. & Marler, L. *A Study of Employee Proactive Motivation and Proactive Security Behavior*. Proceedings of the 18th Midwest Association for Information Systems (MWAIS) Conference, Saint Paul, MN. 2023.
4. Nehme, A. & Marler, L. *Buying in and Feeling Responsible: A Model of Extra-Role Security Behavior*. Proceedings of the 56th Hawaii International Conference on System Sciences (HICSS), Maui, Hawaii. 2023.
5. Marler, L.E. *A realistic job preview: A day in the life of a Ph.D. student*, Pre-doctoral Consortium, Southern Management Association, New Orleans, November, 2022.
6. Kim*, T., Medina-Craven, M. Marler, L. E., & Long, R. G. *The Role of Family Firms' Corporate Social Responsibility and Long-Term Orientation in Attracting Non-Family Applicants: A Signaling Theory Approach*. Status/outlet: Presented at the 17th Theories of Family Enterprise Conference, March, 2023
7. Marler, L.E. *A realistic job preview: A day in the life of a Ph.D. student*, Pre-doctoral Consortium, Southern Management Association, New Orleans, November, 2021.
8. Kim*, T., Medina-Craven, M.N., Marler, L.E., & Long, R.G., *Leveraging SEW for Recruitment Success: The Role of Applicant Career Goals in Staffing the Family Firm*. Accepted for presentation at the *Southern Management Association*, St. Pete Beach, FL, October, 2020.
9. Kim*, T. & Marler, L.E., *The Impact of Family Ownership on Firm Innovation and The Moderating Effect of Cooperation*. Accepted for presentation at the *Academy of Management*

Annual Meeting, Vancouver, Canada, August, 2020.

10. Carter, W. R., Badawy, B., Connelly, B., Daspit, J., Fallah, S., Lyons, L., Marler, L. E., Munyon, T., Pollack, J., Vardaman, J. *Reviewing reviews, reviewers, and reviewing: Anything to see inside the black box of a blinded system?* Professional Development Workshop at the Southern Management Association Meetings, Norfolk, VA, 2019.
11. Kim*, T., Marler, L. E., & Long, R. G. *The Preservation of SEW and Family Firm Talent Acquisition: A Curse or a Blessing*. Paper development workshop and presented as a poster at the Family Enterprise Research Conference, Burlington, VT, 2019.
12. Kim*, T., Marler, L. E., & Vardaman, J. M. *Inter-organization cooperation of family firms and innovation*. Poster presented at the Family Enterprise Research Conference, Burlington, VT, 2019.
13. Cox, S. S., Hendon, J. R., & Marler, L. E. *An exploratory study of the effects of HPWS practices on small and micro business*. Poster presented at Southwestern Academy of Management Meetings, Houston, TX, 2019.
14. Tabor*, W., Madison, K., Kellermanns, F. W., & Marler, L. E. *The Effects of Spiritual Leadership on Work-Family Conflict and Organizational Commitment in the Family Firm*. Presented at the Southern Management Association Meetings, Lexington, KY, 2018.
15. Fuller, J. B., Marler, L. E., Bajaba*, S., & Lovett, M. *Deconstructing the proactive personality construct: Exploring a change-control circumplex model*. Presented at the Academy of Management Meetings, Chicago, IL, 2018.
16. McLarty, B.D., Kluemper, D.H., Marler, L., Rogers, B.L., & Vardaman, J. *Personality research in family business*. Professional Development Workshop presented at the Academy of Management Annual Conference, Chicago, IL, 2018.
17. Vardaman, J., McLarty, B.D., Marler, L., & Dhaenens, A. *Profiles in motivation: A typology of nonfamily employees in family firms*. Poster presented at the Family Enterprise Research Conference, Guadalajara, Mexico, 2018.
18. Marler, L. E. (Organizer and panelist). Other panelists: Fuller, J. B., Bajaba*, S., Lovett, M., & Simmering, M. J. *Advancing the assessment of proactivity: Construct clarity, the emerging developmental view, CMV, and cultural generalizability*. Panel session at the Southern Management Association Meetings, St. Pete Beach, FL, 2017.
19. Tabor*, W., Marler, L. E., & Chrisman, J. *Servant leadership: Righting the wrongs of injustice in the family firm*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2017.
20. Marler, L. E. (Organizer and panelist). Other panelists: Vardaman, J. M., Allen, D., & Carr, J. C. *Turnover and retention of non-family employees in the family firm*. Panel session at the Southern Management Association Meetings, Charlotte, NC, 2016.
21. Vardaman, J. M., Marler, L. E., & Sterling, C. *Social network analysis in family business research*. Presented at the Southern Management Association Meetings, Charlotte, NC, 2016.

22. Medina, M. N., & Ostermeier, K. (Organizers), Panelists: Vardaman, J. M., Cooper, D., Marler, L. E., Carr, J. *The Intersection of OB and Family Business*. Panel session at the Academy of Management Meeting in Anaheim, CA, 2016.
23. Li*, Z., & Marler, L. E. *CEO Pay gap and firm resilience: A behavioral integration perspective*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2015.
24. Fuller, J. B., Marler, L. E., Cox, S. S., Simmering, M. J., Bennett, R. B., & Curry*, J. *You've got the touch, or do you? A gendered emotional display perspective on perceptions of supervisor support*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2015.
25. Fuller, J. B., & Marler, L. E. *Dark Riders in High Performance Work Systems? The Potential for Perceived Abuse by Proactive Managers*. Presented at the Academy of Management Meetings, Philadelphia, PA, 2014.
26. Daspit, J. D., & Marler, L. E. *Is failing to plan, planning to fail? An examination of proactiveness and planning on multi-level influences to minimize family firm succession failure*. Poster presented at the Family Enterprise Research Conference, Portland, OR, 2014.
27. Hammond*, N., & Marler, L. E. *Saying "yes" to succession: Understanding the role of successor autonomy, passion, and commitment*. Poster presented at the Family Enterprise Research Conference, Portland, OR, 2014.
28. Marler, L. E., Cox, S. S., & Simmering, M. J. *Sometimes we mum, sometimes we don't: An examination of proactive personality and the intervening role of cognitive-motivational states on the mum effect*. Presented at Southern Management Association Meetings, New Orleans, LA, 2013.
29. Marler, L. E., & De Massis, A. *Intra-family Succession in the Family firm: The role of incumbent proactive personality*. Presented at the Academy of Management Meetings, Lake Buena Vista, FL, 2013.
30. Fuller, J. B., Marler, L. E., & Hester, K. *Leader reactions to proactive behavior: Giving credit when credit is due*. Presented at the Academy of Management Meetings, Boston, MA, 2012.
31. Fuller, J. B., Marler, L. E., Simmering, M. J., Cox, S. S., & Cheramie, R. A. *Fulfilling the need for touch at work*. Presented at the Academy of Management Meetings, San Antonio, TX, 2011.
32. Marett, L. K., & Marler, L. E. *Too much of a good thing? Feedback distractions during computer-mediated group collaboration*. Presented at the Academy of Management Meetings, San Antonio, TX, 2011.
33. Marler, L. E., McKee*, D. N., Cox, S. S., Simmering, M. J., & Allen, D. G. *Don't make me the bad guy: Self-monitoring, organizational norms, and the Mum Effect*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2010.

34. Fuller, J. B., Simmering, M. J., Marler, L. E., Cox, S. S., & Bennett, R. B. *Tactile interaction norms and touch self-efficacy: Predicting managers' use of touch at work*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2010.
35. Marler, L. E., Fuller, J. B., & Cox, S. S. *Predicting voice and taking charge behavior: A selection perspective*. Presented at the Academy of Management Meetings, Chicago, IL, 2009.
36. Messersmith, J. G., & Marler, L. E. *Building on the continuous learning model: The role of human agency in training & development*. Presented at the Academy of Management Meetings, Chicago, IL, 2009.
37. Cox, S. S., Marler, L. E., Simmering, M. J., & Allen, D. G. *Mum's the word: Development of scales to measure the Mum Effect*. Presented at the Southern Management Association Meetings, Asheville, NC, 2009.
38. Cox, S. S., Bennett, R. J., & Marler, L. E. *An examination of the effects of justice and trust on the development of a forgiveness climate*. Presented at the Society for Industrial & Organizational Psychology Conference, New Orleans, LA, 2009.
39. Fuller, J. B., & Marler, L. E. *Change driven by nature: A meta-analytic review of the proactive personality literature*. Presented at the Academy of Management Meetings, Anaheim, CA, 2008.
40. Cox, S. S., Bennett, R. J., & Marler, L. E. *Effects of high self-esteem and empathy on forgiveness*. Presented at the Society for Industrial & Organizational Psychology Conference, San Diego, CA, 2008.
41. Norris, D., Marler, L. E., & Pratt, J. *Research frontiers for the creative class*. National Collegiate Inventors & Innovators Alliance Conference, Dallas, TX, 2008.
42. Fuller, J. B., Hester, K., & Marler, L. E. *Using performance-based theory to better understand proactive engagement at work*. Presented at the Academy of Management Meetings, Philadelphia, PA, 2007.
43. Fuller, J. B., Simmering, M. J., Marler, L. E., Cox, S. S., & Bennett, R. J. *Tactile interaction at work: Validating measures of touch self-efficacy and touch anxiety*. Presented at the Southern Management Association Meetings, Nashville, TN, 2007.
44. Simmering, M. J., Cox, S. S., & Marler, L. E. *Giving feedback: Development of three scales to assess rater attitudes*. Presented at the Southern Management Association Meetings, Nashville, TN, 2007.
45. Simmering, M. J., Fuller, J. B., Marler, L. E., & Bennett, R. *Touch self-efficacy and touch anxiety: First steps toward touch as a positive organizational behavior*. Presented at the Southern Management Association Meetings, Clearwater, FL, 2006.
46. Marler, L. E. *Exploring the connection between forgiveness and touch*. Presented at the Academy of Management Meetings, Atlanta, GA, 2006.

47. Marler, L. E., Fuller, J. B., & Hester, L. K. *Promoting felt responsibility for constructive change: A structural and socio-structural approach*. Presented at the Southern Management Association Meetings, Charleston, SC, 2005.
48. Fuller, J. B., Marler, L. E., Hester, K., Frey, L., & Relyea, C. *Construed external image and organizational identification: A test of the moderating influence of need for esteem*. Presented at the Southwestern Academy of Management Meetings, Oklahoma City, OK, 2005.

Research in Progress *denotes former PhD student

1. Nehme, A. & Marler, L. Examining Proactivity and Security Behavior. Status/outlet: Conceptual conference piece has been written; data for study 1 and study 2 has been collected, analyzed, and presented at one regional and one international conference. Conducting and writing up additional studies before submission to an A-level journal.
2. Antin-Yates*, V., Marler, L.E., Vardaman, J.M. Extending Relational Perspectives on Women's Compensation Negotiation via Network Perspectives of Social Support and Structure. Status/outlet: Designing a second data collection; target outlet *Journal of Applied Psychology*^{COB-A}.
3. Fuller, J. B., Marler, L. E., Bajaba*, S., & Lovett*, M. Deconstructing the proactive personality construct: Exploring a change-control circumplex model. Status/outlet: In preparation for submission to the A-level journal.

TEACHING

Teaching Summary - I have taught MGT 9533: Seminar in Human Resource Management Literature, a graduate class for Management Ph.D. students. I have taught undergraduate classes including MGT 4533: Advanced Human Resource Management, MGT 4543: Compensation Management, and MGT 3513: Introduction to Human Resource Management. In each undergraduate course, I employ teaching methods that use applied activities and case studies to promote student engagement and understanding of course concepts. I presented these interactive teaching methods at the Society for Human Resource Management Innovation in Teaching Conference in 2013. I have maintained high student evaluations throughout my career.

Learning and Pedagogical Scholarship

National Conference Presentation

Cox, S. S., & Marler, L. E. *Terms of Engagement: Combining Approaches to Reach Your HRM Students*. Presented at the AOM Human Resources Division and Society for Human Resource Management Innovation in Teaching Conference, Chicago, IL, 2013.

Courses Taught

MGT 9533: Seminar in Human Resource Management Literature

Course Catalog Description: Discussions and presentations pertaining to HRM literature. Emphasis on understanding the empirical and theoretical research in this area and developing individual theoretical manuscripts for presentation.

Course Design: This course prepares Management Ph.D. students for their future careers. My goal is for them to gain an understanding of the human resource management literature and experience with the development of theoretical models. I place special emphasis on the peer review process often

associated with academic research. To simulate the review process, student course papers receive professional reviewer feedback in addition to my own. They respond to feedback as if it were a revise and resubmit.

Selected Student Comments

- Thank you for finding other scholars to review our papers. That is very helpful. I also enjoyed the entire semester very well. I feel like I know a lot more of HR now. (Spring 2014)
- The emphasis on writing was awesome, I wish I had this course at the beginning of the program! The core template and guest speakers on the different processes of the research paper were invulnerable for Ph.D. students who did not have much research experience. Dr. Marler shared her research experiences with the class. She really tried to help and support us to succeed on top of her other duties! (Fall 2023)

MGT 4533: Advanced Human Resource Management

Course Catalog Description: Three hours lecture. Study of problems in the field of human resource management emphasizing development of the ability to analyze problems and to apply management fundamentals to human resources.

Course Design: Advanced HR is by my design a course in the application of human resource concepts. My objective is for students to develop a more holistic understanding of HR such that they see how HR practices fit with business strategy and employment law. Every single class period requires students to complete an activity in which they apply HR concepts. For example, students are given a job application form and required to evaluate the job relatedness of each item, indicating if the item is job related and what if any law it may violate. Another class activity requires them to forecast the number of employees a business will need to hire. They must calculate turnover to take it into account its influence on a company's human resource forecasting for future hiring needs; they also take into account the company's strategy to expand offices.

Selected Student Comments

- I learned a lot about HRM in this class. I really appreciate how this class was structured with being an online class. I really wish my other online classes were as organized as this one. 10/10 (Spring 2021)
- I am an international exchange student and I felt really welcomed and accepted by Dr. Laura. Thank you!!! (Spring 2022)
- Dr. Marler was one of the best professors. I felt a connection with her and it's honestly rare to feel that with professors. Not because they don't try but they do encounter several students through the semester. She made sure to know us by name and she made sure we knew she was there for us if we had any questions or needed any help whether that was questions throughout the class or outside the class. I am so grateful to have taken this course. (Spring 2023)

MGT 4543: Compensation Management

Course Catalog Description: Three hours lecture. Compensation fundamentals, practices, and problems, including wage level determinants, wage & salary structures, merit rating, methods of wage payments, fringe benefits, & controls.

Course Design: My goal is to provide undergraduate students with experience applying concepts related to compensation. I have designed activities in which they develop wage structures in class and perform a job evaluation to determine appropriate pay levels for various jobs within a hypothetical organization. To foster a more holistic understanding of the compensation function of HR, I developed a comprehensive project requiring students to conduct a job analysis and develop a

job description for a job they would like to have upon graduating, then require them to use the O*Net database and salary.com to gain an understanding of not only base pay but also pay incentives and benefits. I also developed mini-cases to aid students in application of the Fair Labor Standards Act and the Family and Medical Leave Act.

Selected Student Comments

- I really enjoy Dr. Marler as an instructor. I truly believe that she wants us all to excel not only in her class but life as future business leaders. (Fall 2013)
- I really enjoyed this class, Comp. Mgt. I never thought I'd learn as much about employee benefits and compensation plans. Very informative for the future. (Fall 2016)
- I LOVED this teacher!! She conveyed the material in a way that made it easy to understand and her class activities really helped apply the information! I would recommend her to everybody because I enjoyed coming to class everyday! She is great about getting to know her students and I appreciate that! (Fall 2020)
- I loved this course and learned so much. The professor was very fair and genuinely cared about the wellbeing of her students. I would recommend any of her courses to other students. I learned so much in the course that will really help me in the "real world". Tests were very fair and were graded quickly which was always very helpful to see. Assignments were also very fair and correlated with class content. There was no "busy work" in this course. I feel like each assignment had a true purpose which is so refreshing as many professors tend to assign busy work. The professor was very accessible outside of class and was very understanding and willing to work with her students during this unprecedented time. I loved this course! (Fall 2020).

MGT 3513: Introduction to Human Resource Management

Course Catalog Description: Three hours lecture. Development of efficient programs for managing human resources. Emphasizes equal employment opportunity, performance evaluation, selection, placement, education, training, safety, and health.

Course Design: This undergraduate course often has over 30 different majors, business and non-business. I utilized interactive teaching methods to encourage student preparation and participation. Students were assigned discussion questions which they answered before class using their textbook. I called on students during class to answer assigned questions and lectured on more difficult material and incorporated relevant outside material to ensure the students would be prepared for a modern work environment. I also developed mini-cases and in-class problems to help students in the application of management concepts.

Selected Student Comments

- The class activities were very useful in learning the material in greater detail. It helped me understand the material more because it took it off a page to a real experience. Activities were very helpful for learning purposes. (Fall 2014)
- I learned a great deal about HR from you. This class was really helpful and the knowledge I received is something that will stick with me for my future career. I believe that your teaching methods were very successful for me. The slides, videos, activities, lecture, etc. were all great and really helpful. (Summer 2015)

SERVICE

Service Summary

External service highlights include currently serving as an Associate Editor for the *Journal of Small Business Management* and on four editorial boards - *Entrepreneurship Theory and Practice*, *Human Resource Management* (both Financial Times Top 50 Journals), *Group & Organization Management*, and *Journal of Managerial Issues*, as well as serving as a guest editor for the 2024 *Journal of Small Business Management* special issue on family firms. Other notable highlights include serving as the Southern Management Association OB Track Co-Chair for the 2018 conference, serving as a Management Ph.D. Program Co-Coordinator (2017-2020), as a member of 12 dissertation committees, as the MSU College of Business Curriculum Committee Chairperson, as the MSU College of Business representative on the University's Graduate Council and on Academic Review Board (2014-2017), as well as MSU's Athletic Council (2021-2024).

Doctoral Program Service

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| Doctoral Co-Coordinator | Management Ph.D. Program, Spring 2017 – Summer 2020 Recruit potential applicants (secured a University Grant for recruitment and developed recruitment material); manage the applicant selection process; work with students and doctoral faculty to assign a program committee; mentor students; organize Proseminars to provide Ph.D. students with additional knowledge. |
| Proseminar Speaker | Transitioning from Ph.D. student to assistant professor Mississippi State University, Management Ph.D. Students, 2009 Conducting an effective job search Mississippi State University, Management Ph.D. Students, 2017 |
| Selection | Developed structured interview for interviews with doctoral applicants; participated in selection Ph.D. students, 2008 – Present |
| Dissertation Committee Chair | Taewoo Kim, Mississippi State University Ph.D. Student in Management <i>Dissertation title – The Impact of Family-Friendly Workplace Practices on Turnover Intentions of Non-Family Employees in Family Firms: A Conservation of Resources Approach.</i> Bryan Rogers, Mississippi State University Ph.D. Student in Management, defended Spring 2017 <i>Dissertation title – A Social Network Perspective of Nonfamily Employee Identification and Turnover Intention in Family Firms</i> |
| Dissertation Committee Member | Darel Hargrove, University of Memphis Ph.D. Student in Management <i>The impact of counseling assistance on entrepreneurial venture performance</i> Nathan Hammond, Mississippi State University Ph.D. Student in Management <i>Dissertation title – Towards a Theory of Legacy: The Proposal, Development, and Validation of a Family Legacy Orientation Scale</i> |

Will Tabor, Mississippi State University
Ph.D. Student in Management
Dissertation title – Family Firm Selection: A Relational Perspective

Emma Su, Mississippi State University
Ph.D. Student in Management, defended Spring 2019
Dissertation title – Two Essays on Diversification in Family Firms

Andrew Dhaenens, Mississippi State University
Ph.D. Student in Management, defended Fall 2018
Dissertation title – A Longitudinal Assessment of the Career Success of Mentors in Developmental Networks

D’Lisa McKee, Mississippi State University
Ph.D. Student in Management, defended Summer 2015
Dissertation title – Ink vs Inc: The Influence of Visible Tattoos on Trustworthiness and Learning

Greg Tapis, Mississippi State University
Ph.D. Student in Management, defended Fall 2011
Dissertation title – The Influence of the Physical Environment and Culture on Family Member Involvement and Succession Intentions in the Family Business: An Application of Historical, Cultural, and Political Ecology

Vinh Nguyen, Mississippi State University
Ph.D. Student in Management, defended Fall 2010
Dissertation title – Organizational, Job, and Supervisory Antecedents and Consequence of Job Embeddedness: The Case of Vietnam

Program
Committee
Chair

Taewoo Kim, Mississippi State University
Alyaa Bevacqua, Mississippi State University

Program
Committee
Member

Will Tabor, Mississippi State University
Andrew Dhaenens, Mississippi State University
Nathan Hammond, Mississippi State University
Greg Tapis, Mississippi State University

Independent
Study on
Family Firms

Sara Davis, Mississippi State University
Summer 2019

Independent
Study on
Proactivity

Andrew Dhaenens, Mississippi State University
Fall 2015

Independent
Study on
Field Studies

Will Tabor, Mississippi State University
Fall 2017

Independent
Study on
Family Firms

Taewoo Kim, Mississippi State University
Summer 2018

Departmental Service

Chapter
Advisor

MSU Student Chapter of the Society for Human Resource
Management, 2008 – 2015

- Restarted the organization in 2008 and hosted over 20 professional guest speakers
- Led student volunteer teams at three MS State HR Conferences, 2010 – 2012
- Developed a one –year mentorship program in partnership with the Golden Triangle Human Resource Association

Departmental
Selection

Participated in the selection process for hiring new faculty, 2014, 2015, 2016, 2017, 2018, 2019, 2020

- Developed structured interview for interviews with job applicants,
- Helped conduct skype and in-person interviews with job applicants
- Attended job talks and helped host on-campus candidates

College Service

Committee
Chair &
Departmental
Representative

College of Business Curriculum Committee
Mississippi State University, 2016 – Summer 2020

- Organize college-wide meetings for the committee
- Manage the review and approval process for any curriculum and program changes in the College of Business
- Provide guidance to all departments in the College regarding curriculum and program changes
- Submit curriculum and program changes for the Management Faculty
- Assist with changes for Business Information Systems faculty as needed

Chapter
Co-Advisor

Undergraduate Women in Business, MSU College of Business,
2017 – 2019

- Assisted Dr. Melissa Moore, head advisor
- Worked with undergraduate women in business to aid in their development of promotional materials and fundraising efforts to attend Harvard's International Women in Business Conference
- Supported chapter with guidance, feedback, and attendance of meetings as needed
- Participated in resume critiques

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|------------------|---|
| Committee Member | Beta Gamma Sigma Ceremony Planning Committee, 2014 – 2022 |
| | Search Committee for the Maker Space, 2019 |
| | Search Committee for the Graduate Director, 2014 |
| | Search Committee for the Division Head of the Meridian Division of Business, Mississippi State University, 2013 |

Service to MBA Program

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| MBA Judge | Speaker's Edge Competition, MSU MBA Program 2015, 2017-2019 |
| | – Assessed the presentation skills of individuals and teams |
| Presentation Judge | MGT 8113: Leadership Skills for Managerial Behavior 2018-2019 |
| | – Evaluated team presentations for course content and statistical analysis |

University Service

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|-------------|--|
| Member | Mississippi State University Council, 2021-2024 |
| Member | Mississippi State University Graduate Council, Fall 2018 – Spring 2020 |
| Member | Academic Review Board (Grade Appeals), 2014 – Spring 2018 |
| Participant | Mississippi State University Faculty Senate Round Table, April 2013 |

Service to the Management Profession †Financial Times 40/45/50 journal

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|------------------------|--|
| Editorial Review Board | † <i>Entrepreneurship Theory and Practice</i> , 2016 – Present |
| | † <i>Human Resource Management</i> , Present |
| | <i>Journal of Managerial Issues</i> , 2016 – Present |
| | <i>Group and Organization Management</i> , July 2020 - Present |
| Ad Hoc Reviewer | <i>Applied Psychology: An International Review</i> , 2015 – 2018 |
| | <i>Entrepreneurship Theory and Practice</i> , 2008 – 2016 |
| | <i>European Journal of Work and Organizational Psychology</i> , 2008, 2016 |
| | <i>Family Business Review</i> , 2017–2024 |
| | <i>Group & Organization Management</i> , 2014 |
| | <i>Human Resource Management</i> , 2009 – 2018 |
| | <i>Human Relations</i> , 2014, 2018 – 2021 |
| | <i>Journal of Business Venturing</i> , 2017 |
| | <i>Journal of Career Development</i> , 2014 |
| | <i>Journal of Family Business Strategy</i> , 2019 |
| | <i>Journal of Management</i> , 2014-2017 |
| | <i>Journal of Managerial Issues</i> , 2012 – 2016 |
| | <i>Journal of Organizational Behavior</i> , 2014 – 2017 |

Journal of Occupational & Organizational Psychology, 2010 – 2011, 2018
Performance Improvement Quarterly, 2016
The Social Science Journal, 2019

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|------------------------|--|
| Track Chair | <p>Southern Management Association, 2018 Organizational Behavior Track (Co-chair with Dr. Bryan Fuller)</p> <ul style="list-style-type: none"> – Managed decisions for all submissions to the track – Selected best paper award recipients and best reviewers – Assigned reviewers to papers and assigned session chairs |
| Consortium Coordinator | <p>Mid-South Management Research Consortium (MMRC), 2018 Location: College of Business at Mississippi State University</p> <ul style="list-style-type: none"> - Co-coordinated with Dr. James Vardaman and shared the duties below - Secured speakers and organized programming - Brought in scholars from six peer universities - Provided developmental opportunities for PhD students - Hosted approximately 95 attendees |
| Consortium Coordinator | <p>Mid-South Management Research Consortium (MMRC), 2016 Location: College of Business at Mississippi State University</p> <ul style="list-style-type: none"> – Co-coordinated with Dr. James Vardaman and shared the duties below – Secured speakers and organized programming – Hosted scholars from six peer universities – Provided developmental opportunities for PhD students – Provided networking opportunities for attendees – Approximately 65 attendees |
| Consortium Speaker | <p>Pre-doctoral Student Consortium, Southern Management Association Meeting, 2016 – 2017, 2024</p> <ul style="list-style-type: none"> – Session title: “A Realistic Job Preview of a Doctoral Student” – Presentation to help prepare participants for the “real” life of a doctoral student |
| Consortium Panelist | <p>Pre-doctoral Student Consortium, Southern Management Association Meeting, 2018 – 2020</p> <ul style="list-style-type: none"> – Panel title: “Preparing a Strong Application Package” – Presentations and discussion session with current/former Ph.D. Coordinators to aid participants in applying to Ph.D. programs <p>New Doctoral Student Consortium, Academy of Management, Anaheim, CA, 2008</p> |
| Session Chairperson | <p>Academy of Management Meeting, 2008, 2012, 2014, 2017 Southern Management Association Meeting, 2005, 2007, 2009</p> |
| Paper Workshop Mentor | <p>2021 Virtual Family Enterprise Research Conference</p> |

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|---|--|
| Research Speed Dating Round Table Session Facilitator | Southern Management Association Meeting Session, 2016 Academy of Management Meeting, 2012 Mid-South Management Research Consortium, 2016 Mid-South Management Research Consortium, 2017 |
| Panelist | So you've got tenure, now what? Southern Management Association Meetings, 2018 |
| Discussant | Southern Management Association Meeting, 2006, 2010, 2011 |
| Reviewer | Academy of Management Meeting, 2007 – 2014, 2016 Southern Management Association Meeting, 2007, 2009 – 2011, 2014, 2016, 2019 |
| Best in Track Committee | Selected best in track for the Innovative Teaching Track Southern Management Association Meeting, 2019 |
| Best Doctoral Student Paper Committee | HR & Careers Track, Southern Management Association Meeting, 2011 |
| Consortium Fellow | Organizational Behavior Division, Academy of Management, Philadelphia, PA, 2007 |
| Consortium Fellow | Human Resource Division, Academy of Management, Atlanta, GA, 2006 |
| Consortium Fellow | Southern Management Association, Charleston, SC, 2004 |

Academic, Professional, and Community Organizational Memberships

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|-----------------|--|
| Board Member | College Relations/Workforce Readiness Officer, 2014-2018 Golden Triangle Human Resource Association <ul style="list-style-type: none"> – Attended monthly meetings to learn about current HR issues – Attended board meetings – Engaged in programing and securing guest speakers for the organization – Aided in securing internships and job opportunities for students |
| Member | Academy of Management Association |
| Member | Southern Management Association |
| Member | Society for Human Resource Management |
| Member | Beta Gamma Sigma |

EXTERNAL GRANTS

CARES ACT Subaward - Prime Sponsor: United States Small Business Administration

Sponsor: Mississippi Small Business Development Center

PI: Sharon Oswald

Title: Family Business Education Initiative Responding to COVID-19

Award Amount: \$148,500 Budget Period: 04/01/20 – 03/31/21

As the Director of MSU's Family Business Education Initiative, in partnership with Mississippi's SBDC, I helped develop a nine-part video series addresses Paycheck Protection Program loan forgiveness, COVID-19 tax relief, as well as how to approach human resource and business insurance issues. The videos highlight the need for both survival and growth by including information about adjusting business models, conducting marketing research to better serve customers, considerations for new pricing strategies, and even how to reach new customers such as the U.S. Government.

- <https://www.business.msstate.edu/faculty-research/research-centers/family-business-education-initiative/covid19>

Sponsor: America's SBDC Title: SBDC Client Survey Proposal

PI: James Vardaman Role: Co-PI

Award Amount: \$103,000 Budget Period: 02/28/19 – 08/31/19

Helped administer the national impact study to 62 SBDC's in the United States, Puerto Rico, Guam, and the Virgin Islands; Assisted in online survey design; Assisted in translation of survey to Spanish; Corresponded with clients and SBDC directors as needed; Aided the PI in data management and reporting to SBDC directors

OUTREACH

Outreach Service

Outreach on behalf of Mississippi State University includes co-founding the *Family Business Education Initiative* and collaborating to create *The Family Business Bulletin*. I regularly conduct outreach presentations for executives and state employees on effective workplace communication and adapting to change in the workplace.

The Family Business Bulletin

- <https://www.thefamilybusinessbulletin.com>
- Editor and co-collaborator with Dr. Jim Chrisman of a quarterly news update from the Center of Family Enterprise Research (2024 – present)
- The Family Business Bulletin provides insights, research findings and resources tailored to the unique needs of family-owned businesses across Mississippi. It is intended to provide tips and information that will be useful to those who are starting, currently own, or want to acquire a family firm.

Family Business Education Initiative (FBEI)

- <https://www.business.msstate.edu/faculty-research/research-centers/family-business-education-initiative>
- Partnered with Regions Bank from 2022 to 2024
- Co-founded the initiative in 2018 with Dr. James Vardaman
- *Mission:* Job creation is a vital part of the mission of the College of Business. Many entrepreneurs have the technical skills and motivation to start their businesses, but

struggle to grow their businesses because they lack the necessary training to do so. FBEI supports job creation by providing small business owners the tools and knowledge they need to grow, such as HR/legal issues, staffing, and technology. In this way, FBEI helps entrepreneurs take the next step in growing their businesses.

- *Inaugural FBEI Program:* The inaugural FBEI program took place on February 7, 2019 and was comprised of three sessions. Sessions were facilitated by experts in family firms whose research has been funded by the Center of Family Enterprise Research. The goal of each session was to provide attendees with a greater understanding of management concepts as well as the opportunity to apply these concepts to their own firms.
- *Session Conducted at the Inaugural FBEI:* Acquiring and Retaining Talent (February 2019), Mississippi State University
- *Responding to COVID-19 Video Series:* <https://www.business.msstate.edu/faculty-research/research-centers/family-business-education-initiative/covid19>
- Sessions offered with the sponsorship of Regions Bank (2019-2023)

CSpire

- Impactful communication: Research & practice (November 2017), Mississippi State University
- Fostering effective communication and proactive behavior (November 2018), Mississippi State University
- Fostering effective communication and proactive behavior (November 2019), Mississippi State University

Stennis Institute of Government Leadership Program

- Difficult Conversations in the Workplace, Mississippi State University
 - May 2010 – May 2024
 - Invited Speaker for May 2025