

**SMRITI ANAND**  
Associate Professor of Management  
Stuart School of Business  
Illinois Institute of Technology  
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## **EDUCATION**

- Ph.D.** College of Business Administration, University of Illinois at Chicago (UIC)  
2011 Major: Organizational Behavior and Human Resource Management (OB & HRM)  
Dissertation Title: Multi-level Examination of Idiosyncratic Deals: Antecedents and Consequences  
Dissertation Committee: Robert C. Liden (Chair), Shelley Brickson, Sophia Marinova, Denise M. Rousseau, and Sandy J. Wayne.
- MBA** Kellogg School of Management, Northwestern University, Evanston, IL  
2002 Management & Strategy
- M.S.** University of Illinois at Chicago, Chicago, IL  
1995 Electrical Engineering
- B.S.** Ranchi University, Sindri, India  
1991 Electrical Engineering

## **SELECTED HONORS AND AWARDS**

- 2018 IIT Stuart School of Business Beta Gamma Sigma Professor of the Year Award
- 2016 IIT Stuart School of Business Excellence in Teaching Award
- 2012 Society for Industrial & Organizational Psychology (SIOP) Scholar
- 2012 2011 Emerald/EFMD Outstanding Doctoral Research Award in Human Resource Management
- 2010 Society for Human Resource Management (SHRM) Dissertation Grant Award
- 2010 SIOP Foundation Lee Hakel Graduate Student Scholarship Award
- 2010 FMC Technologies, Inc., Graduate Student Fellowship Award
- 2010 UIC OB/HRM Doctoral Student Research Award
- 2002 Membership, Beta Gamma Sigma Honor Society, USA

## PUBLICATIONS

Link to Google Scholar Profile:

<http://scholar.google.com/citations?user=pmDjCh4AAAAJ&hl=en>

## ARTICLES IN REFEREED JOURNALS

Anand, S., Hu, J., Vidyarthi, P. R., & Liden, R.C. (In press). Leader-member exchange as a linking pin in the idiosyncratic deals - performance relationship in workgroups. *The Leadership Quarterly*.

Anand, S., Vidyarthi, P. R., & Rolnicki, S. (2018). Leader-member exchange and organizational citizenship behaviors: Contextual effects of leader power distance and group task interdependence. *The Leadership Quarterly*, 29, 489-500.

Anand, S., Hasan, I., Sharma, P., & Wang, H. (2018). State enforceability of non-compete agreements: Regulations that stifle productivity. *Human Resource Management*, 57, 341-354.

Liden, R. C., Anand, S., & Vidyarthi, P. R. (2016). Dyadic relationships. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 139-166.

Vidyarthi, P. R., Singh, S., Erdogan, B., Chaudhry, A., Posthuma, R., & Anand, S. (2016) Individual deals within workgroups: Investigating the role of relative i-deals for employee performance. *Journal of Applied Psychology*, 101, 1536-1552.

Anand, S., Vidyarthi, P. R., Singh, S., & Ryu, S. (2015). Family interference and employee dissatisfaction: Do agreeable employees better cope with stress? *Human Relations*, 68, 691-708.

Vidyarthi, P. R., Anand, S., & Liden, R. C. (2014). Do emotionally perceptive leaders motivate higher employee performance? The moderating role of task interdependence and power distance. *The Leadership Quarterly*, 25, 232-244.

Vidyarthi, P. R., Chaudhry, A., Anand, S., & Liden, R. C. (2014). Flexibility i-deals: How much is ideal? *Journal of Managerial Psychology*, 29, 246-265.

Vidyarthi, P. R., Erdogan, B., Anand, S., Liden, R. C., & Chaudhry, A. (2014). One member, two leaders: Extending leader-member exchange theory to a dual leadership context. *Journal of Applied Psychology*, 99, 468-483.

Anand, S., Vidyarthi, P., Liden, R. C., & Rousseau, D. (2010). Good citizens in poor quality relationships: Idiosyncratic deals as a substitute for relationship quality. *Academy of Management Journal*, 53, 970-988.

Vidyarthi, P., Liden, R. C., Anand, S., Erdogan, B., & Ghosh, S. (2010). Where do I stand? Examining the effects of leader-member exchange social comparison on employee work behaviors. *Journal of Applied Psychology*, 95, 849-861.

Vidyarthi, P. & Anand, S. (2009). Offer-acceptance index: A proposed recruitment instrument to predict job applicants' behavior. *Advances in Management*, 2, 7-14.

## BOOK CHAPTERS

Anand, S. (2018). I-deals. In S. C. de Janasz and J. Crossman (Eds.), *Teaching Human Resource Management: An Experiential Approach* (pp. 189-194), Northampton, MA: Edward Elgar.

Anand, S. & Vidyarthi, P. R. (2015). Idiosyncratic deals in the context of workgroups. In P. M. Bal and D. M. Rousseau (Eds.), *Idiosyncratic deals between Employees and Organizations: Conceptual Issues, Applications, and the Role of Coworkers* (pp. 92-106), OX, UK: Routledge- Taylor & Francis Group.

Anand, S., Vidyarthi, P. R., & Park, H. (2015). LMX differentiation: Understanding relational leadership at individual and group levels. In T. Bauer & B. Erdogan (Eds.), *The Oxford Handbook of Leader-member Exchange* (pp. 263-291). Oxford, UK: Oxford University Press.

Bhawuk, D. P. S. & Anand, S. (2015). Cross-cultural management: Discrepancies between dealing with diversity at corporate and individual levels of employment. In E. Christopher (Ed.), *International Management and Intercultural Communication, Vol. 1* (pp. 77-89). London, UK: Palgrave Macmillan.

Anand, S., Hu, J., Liden, R. C., & Vidyarthi, P. (2011). Leader-member exchange: Recent research findings and prospects for the future. In A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership* (pp. 311-325), Thousand Oaks, CA: Sage.

## RESEARCH GRANTS

Anand, S. & Sharma, P. (2018). Negotiating i-deals: Career management in the new economy. Faculty Innovation grant from the **Illinois Institute of Technology**. \$2000 awarded.

Anand, S. & Sharma, P. (2017). Information asymmetry in relational contracts: I-deals differentiation to individual & team effectiveness relationship as an exemplar. Summer research grant from the **Illinois Institute of Technology Stuart School of Business**. \$5000 awarded.

Anand, S. & Liden, R. C. (2011-2014). Idiosyncratic deals in the workplace and employees' career outcomes: The role of an MBA degree. Grant from the **Graduate Management Admission Council Management Education Research Institute**. \$83,455 awarded.

Anand, S. (2010). Multi-level examination of idiosyncratic deals: Antecedents and consequences. Dissertation Grant from the **Society for Human Resource Management Foundation**. \$5000 awarded.

Anand, S. (2010). Multi-level examination of idiosyncratic deals: Antecedents and consequences.

Dissertation Grant from the **Society for Industrial and Organizational Psychology Foundation**. \$3500 awarded.

Anand, S., Hoobler, J., Vidyarthi, P., & Liden, R. C. (2007). Understanding job offer acceptance behavior: The effects of perceived embeddedness on job choice behavior. Grant from the **Center for Human Resource Management**. \$7,300 awarded.

Vidyarthi, P., Liden, R. C., & Anand, S. (2006). Talent management in the era of offshoring: A social exchange model of turnover in offshore employees. Grant from the **Center for Human Resource Management**. \$6,500 awarded.

## **PUBLICATIONS IN REFEREED CONFERENCE PROCEEDINGS**

Anand, S. & Durango-Cohen, E. J. (2016). The effects of human resource management decisions: An experiential exercise. *Proceedings of the Teaching Society for Management Educators (OBTC)*.

Anand, S., Hasan, I., Sharma, P., & Wang, H. (2015). Covenants not to compete: The ties that stifle productivity. *Academy of Management Best Paper Proceedings*, DOI:10.5465/AMBPP.2015.220, Online ISSN: 2151-6561.

Hu, J., Vidyarthi, P. R., Anand, S., & Liden, R. C. (2010). Examining a social exchange model of developmental idiosyncratic deals and employee organizational citizenship behavior. *Proceedings of the Southern Management Association*.

## **REFEREED CONFERENCE PRESENTATIONS**

Anand, S., Hu, J., Vidyarthi, P. R., & Liden, R.C. (2018). Leader-member exchange as a linking pin in the i-deals – performance relationship in workgroups. **Annual Meeting of the Academy of Management** in Chicago, IL.

Jahantab, F., Vidyarthi, P. R., Erdogan, B., & Anand, S. (2018). “Leader-Member exchange social comparison as a mediator of the effects of relative overqualification” as part of Research symposium titled “A process approach to LMX: Examining dynamics, differentiation, and social comparison”. Research symposium organized by Bartels, A. L., Sessions, H., & Nahrgang, J. **Annual Meeting of the Academy of Management** in Chicago, IL.

Anand, S. & Mitra, A. (2018). One size or to each their own: Changing family structures and idiosyncratic work arrangements. **Journal of Management Studies Conference on Diversity Perspective on Management** in Babson Park, MA.

Anand, S. & Durango-Cohen, E. J. (2017). Teaching how to manage idiosyncratic deals through an experiential exercise. Annual Meeting of the **Midwest Academy of Management** in Chicago, IL.

Anand, S. & Sharma, P. (2017). Information asymmetry in relational contracts: I-deals differentiation to individual & team effectiveness relationship as an exemplar. Annual Meeting of the **Midwest Academy of Management** in Chicago, IL.

- Anand, S., Meuser, J. D., Vidyarthi, P. R., Rousseau, D. M., & Ekkirala, S. (2017). I-deal makers in workgroups: Multi-level effects of leader fairness and i-deal distribution. Annual Meeting of the **Academy of Management** in Atlanta, GA.
- Anand, S., Ayman, R., & Burris, K. (2016). The role of the leader in creating flexibility i-deals. Annual Meeting of the **Society of Consulting Psychology** in Orlando, FL.
- Anand, S. & Durango-Cohen, E. J. (2016). The effects of human resource management decisions: An experiential exercise. Annual Meeting of the **Teaching Society for Management Educators (OBTC)** in North Canton, OH.
- Anand, S. & Vidyarthi, P. R. (2016). Employee centrality in workgroup social networks and idiosyncratic deals. Annual Meeting of the **Academy of Management** in Anaheim, CA.
- Anand, S., Hasan, I., Sharma, P., & Wang, H. (2015). Covenants not to compete: The ties that stifle productivity. Annual Meeting of the **Academy of Management** in Vancouver, Canada.
- Vidyarthi, P. R., Chaudhry, A., Erdogan, B., Singh, S., Posthuma, R., & Anand, S. (2015). Individual deals within workgroups: The role of relative i-deals for employee performance. Annual Meeting of the **Southern Management Association** in St. Pete Beach, FL.
- Anand, S., Park, H., Vidyarthi, P. R., & Liden, R. C. (2014) Is an MBA degree worth the cost? Idiosyncratic deals and the perceived value of an MBA degree. Annual Meeting of the **Academy of Management** in Philadelphia, PA.
- Anand, S., Meuser, J. D., Vidyarthi, P. R., Ekkirala, S. (2013). Leader fairness and employee i-deals: Coworkers as the enablers. Annual Meeting of the **Academy of Management** in Lake Buena Vista, FL.
- Anand, S., Vidyarthi, P. R., Singh, S., & Ryu, S. (2013). Workplace stress and dissatisfaction: Do agreeable employees cope better? Annual Convention of the **American Psychological Association** in Honolulu, HI.
- Anand, S., Vidyarthi, P. R., & Srinivas, E. S. (2012). Idiosyncratic deals: A group level exploration. Annual Meeting of the **Southern Management Association** in Ft. Lauderdale, FL.
- Anand, S., Vidyarthi, P. R., & Liden, R. C. (2011). LMX and TMX as relational bases of organizational identification: Moderating role of culture. Annual Meeting of the **Southern Management Association** in Savannah, GA.
- Bhawuk, D. P. S. & Anand, S. (2010). A multilevel case analysis of disconnect between diversity management policy and implementation. Annual Meeting of the **Academy of Management** in Montreal, Canada.
- Chaudhry, A., Vidyarthi, P. R., Anand, S., & Liden, R. C. (2010). How much flexibility is ideal? The relationship between flexibility I-deals and employee attitudes. Annual Meeting of the **Academy of Management** in Montreal, Canada.

- Hu, J., Vidyarthi, P. R., Anand, S., & Liden, R. C. (2010). Examining a social exchange model of developmental idiosyncratic deals and employee organizational citizenship behavior. Annual Meeting of the **Southern Management Association** in St. Pete Beach, FL.
- Vidyarthi, P. R., Anand, S., & Liden, R. C. (2009). Leader's emotional intelligence and employee performance and embeddedness. Annual Meeting of the **Southern Management Association** in Asheville, NC.
- Vidyarthi, P. R., Anand, S., & Liden, R. C. (2009). Leader-member exchange social comparison: Examining effects of perceived LMX differentiation on employee outcomes. Annual Meeting of the **Academy of Management** in Chicago, IL.
- Anand, S., & Vidyarthi, P. R. (2008). Leader-member exchange and employee outcomes: A multilevel examination of the moderating effects of leader power distance and within group task interdependence. Annual Meeting of the **Academy of Management** in Anaheim, CA.
- Anand, S., Vidyarthi, P. R., Liden, R. C., & Rousseau, D. (2008). Idiosyncratic deals and organizational citizenship behaviors: Moderating effects of exchange relationships. Annual Meeting of the **Academy of Management** in Anaheim, CA.
- Vidyarthi, P. R., & Anand, S. (2008). Ingratiation and leader-member exchange: The moderating role of employee competence. Annual Meeting of the **Academy of Management** in Anaheim, CA.
- Bhawuk, D. P. S., & Anand, S. (2006). Integrating minority women in the U.S. organizations: Conflict between diversity policy and implementation. Annual Meeting of the **Academy of Management** in Atlanta, GA.
- Bhawuk, D. P. S. & Anand, S. (2005). Minority experience in US organizations. **Fourth Biennial Conference on Intercultural Research** (symposium on macro and micro perspectives on multiculturalism), Kent State, OH.

## **INVITED TALKS, PANEL DISCUSSIONS, & CONFERENCE ORGANIZATIONS**

- Anand, S. (2018). **Discussant** in Research Symposium titled "Current developments in leader-member exchange (LMX): A research incubator". Organized by Meuser, J.D., & Scandura, T.A. Other Discussants: James H. Dulebohn, Olga Epitropaki, Caren Goldberg, Julia Hoch, Robin Martin, Jeremy D. Meuser, Tom Rockstuhl, Geoff Thomas, Herman Tse, Prajya R. Vidyarthi, Dongyuan Wu, Lu Zhang. **Annual Meeting of the Academy of Management** in Chicago, IL.
- Anand, S. (2018). **Discussant** in Professional Development Workshop titled "Make 'Em Laugh Again: Using Humor as a Tool for Learning". Organized by Obenauer, W. G., & Varley, A.M. **Annual Meeting of the Academy of Management** in Chicago, IL.
- Anand, S. (2018). **Discussant** in Professional Development Workshop titled "Innovative and Experiential Approaches to Teaching HRM II". Organized by de Janasz, S. C., & Goldberg, C. **Annual Meeting of the Academy of Management** in Chicago, IL.

Anand, S. (2018). Social network theory and analysis. **Speaker** in Advanced Research Methods Seminar in the Organizational Behavior/Human Resource Management PhD program at the **University of Illinois at Chicago, IL.**

Anand, S. (2018). Communication across multiple generations in the workplace: Challenges and solutions. **LittleFuse, Inc. Speaker** at the Annual Marketing Conference in Des Plaines, IL.

Anand, S. (2017). **Program Chair** for Organizational Behavior track. Annual Meeting of the **Midwest Academy of Management** in Chicago, IL.

Anand, S., Durham, L. A., Foram, S. S., King, M., & Jeffery, K. (2017). Finding a common ground: Conflict resolution techniques for leading a collaborative multigenerational team. **Panelist. Higher Education Recruitment Consortium (HERC)** Fall Conference on Generational Diversity in Chicago, IL.

Anand, S., Bauer, T. N., Day, D. V., Emery, C., Epitropaki, O., Erdogan, B., Liden, R. C., Meuser, J. D., Nahrgang, J. D., Pellegrini, E. K., Scandura, T. A., Sparrowe, R., Vidyarthi, P. R., & Wayne, S. J. (2016). Leader-member exchange (LMX) research incubator caucus. **Panelist.** Annual Meeting of the **Academy of Management** in Anaheim, CA.

Anand, S., Ehrlich, D., Chakrabarti, A., & Gorham, M. (2014). Stuart School of Business Career Management Center Faculty Panel for National Career Development Week. **Panelist. Illinois Institute of Technology** in Chicago, IL.

Anand, S., Ayman, R., Garg, S., Lai, L., Liao, C., Schminke, M., & Wright, P. (2014). Advancing multiple perspectives on idiosyncratic deals research. **Panel Organizer & Panelist.** Annual Meeting of the **Southern Management Association** in Savannah, GA.

Heppeler, M. T., Anand, S., Dulebohn, J., Erdogan, B., Hoch, J., Seers, A., & Vidyarthi, P. R. (2012). Leader-member exchange: Timeless or time to rethink? **Panelist.** Annual Conference of the **Society for Industrial & Organizational Psychology** in San Diego, CA.

Anand, S. (2011). Multi-level examination of idiosyncratic deals: Antecedents and consequences. **Invited Presenter.** Annual Meeting of the **Academy of Management** in San Antonio, TX.

## **MANUSCRIPTS UNDER REVIEW**

Anand, S., Meuser, J. D., Vidyarthi, P. R., Liden, R. C., Rousseau, D. M., & Ekkirala, S. A multi-level model of i-deals in workgroups: Employee and coworker perceptions of leader fairness, i-deals and group performance. Being revised for second review at the ***Journal of Management Studies***.

Jahantab, F., Vidyarthi, P. R., Anand, S., & Erdogan, B. How do the bigger fish in the pond become better citizens? A multi-level examination of relative overqualification and outcomes relationship in workgroups. Under first review at the ***Journal of Applied Psychology***.

Mitra, A., Anand, S., Du, W., & Wang, H. Marriage equality: Blessing employees and organizations alike? Being reviewed for presentation at the Annual Conference of the **Society for Industrial & Organizational Psychology** in Washington DC.

## **WORK IN PROGRESS**

Anand, S., Du, W., Mitra, A. & Wang, H. Doing well by doing right: Expansion of LGBT rights and firm performance.

Anand, S. & Durango-Cohen, E. J. Teaching how to manage idiosyncratic deals through an experiential exercise.

Anand, S. & Liden, R. C. Idiosyncratic deals and the perceived value of an MBA degree.

Anand, S. & Mitra, A. Non-traditional families and idiosyncratic deals.

Anand, S. & Sharma, P. I-deals differentiation and team effectiveness: Contextual effects of communication.

Anand, S. LMX as a relational base of organizational identification: A cultural perspective.

Anand, S. & Vidyarthi, P. R. Social networks in the workplace and idiosyncratic deals.

## **ACADEMIC / INDUSTRY EXPERIENCE**

2017-Present     *Associate Professor*, Stuart School of Business, Illinois Institute of Technology, Chicago, IL.

2011-2017       *Assistant Professor*, Stuart School of Business, Illinois Institute of Technology, Chicago, IL.

2010-2011       *Instructor*, Industrial/Organizational Psychology Department, Argosy University Chicago, IL.

2009-2010       *Instructor*, College of Business Administration, University of Illinois at Chicago.

2005-2009       *Research / Teaching Assistant*, College of Business Administration, University of Illinois at Chicago.

1995-2003       Motorola, Inc., Schaumburg, IL.

2000-2003       *Product Manager, PCS*  
Spearheaded development and launch of Bluetooth products and GSM phones for Asian market (market size more than \$70 million/year).

1997-2000       *Senior & Lead Engineer, iDEN (Cellular & Dispatch Infrastructure)*  
Managed entire development and deployment process for four new software products over two years with a \$2 million budget.



- 1995-1997      *Software Engineer, Paging and iDEN*  
Led the system integration effort for Motorola's first two-way paging system infrastructure.
- 1994-1995      *Systems Analyst, Information Resources, Inc., Chicago, IL*  
Created software to reduce product development cycle by 30%.
- 1991-1992      *Project Engineer, Bihar Electricals, Ltd., Jamshedpur, India*  
Developed digital control systems software.

## **COURSES TAUGHT**

Philosophy of Management (doctoral seminar)  
Organizational Behavior (graduate level)  
Organization Development (graduate level)  
Fundamentals of Management (undergraduate level)  
Managerial Effectiveness through Diversity (undergraduate level)  
Organizational Behavior (undergraduate level)  
Organizational Theory (undergraduate level)

## **DOCTORAL COMMITTEE SERVICE**

### *Dissertation Committee Member*

Yelena Polyashuk, Department of Psychology, Illinois Institute of Technology, Spring 2019  
Stefanie Pugliese, Department of Psychology, Illinois Institute of Technology, Spring 2019  
Shujaat Ahmed, Department of Psychology, Illinois Institute of Technology, Spring 2019  
Balaji Rao Ryali, Stuart School of Business, Illinois Institute of Technology, Spring 2019  
Maura Burke, Department of Psychology, Illinois Institute of Technology, Spring 2018  
Michael Cama, Department of Psychology, Illinois Institute of Technology, Spring 2018  
Nahren Ishaya, Department of Psychology, Illinois Institute of Technology, Spring 2018  
Rachel Meredith, Department of Psychology, Illinois Institute of Technology, Spring 2018  
Christine Overfors, Department of Psychology, Illinois Institute of Technology, Spring 2018  
Xinting Zhen, Stuart School of Business, Illinois Institute of Technology, Spring 2018  
Fernando Arena, Department of Psychology, Illinois Institute of Technology, Spring 2016  
Benjamin K. Fearing, Department of Psychology, Illinois Institute of Technology, Spring 2015  
Shao-Huai Liang, Stuart School of Business, Illinois Institute of Technology, Spring 2014  
Jeremy B. Watson, Department of Psychology, Illinois Institute of Technology, Spring 2014  
Jaime L. Cruz, Department of Psychology, Illinois Institute of Technology, Spring 2013

### *Comprehensive Exam Committee Member*

Stuart School of Business, Illinois Institute of Technology, 7 students, Fall 2018  
Stuart School of Business, Illinois Institute of Technology, 10 students, Fall 2017  
Stuart School of Business, Illinois Institute of Technology, 8 students, Spring 2017  
Stuart School of Business, Illinois Institute of Technology, 3 students, Spring 2016  
Stuart School of Business, Illinois Institute of Technology, 5 students, Spring 2015  
Stuart School of Business, Illinois Institute of Technology, 11 students, Spring 2014  
Stuart School of Business, Illinois Institute of Technology, 8 students, Spring 2013

## **PROFESSIONAL SERVICE**

Ad-hoc Reviewer, Academy of Management Journal  
Ad-hoc Reviewer, Applied Psychology: An International Review  
Ad-hoc Reviewer, European Journal of Work and Psychology  
Ad-hoc Reviewer, Human Relations  
Ad-hoc Reviewer, Human Resource Management  
Ad-hoc Reviewer, Journal of Applied Psychology  
Ad-hoc Reviewer, Journal of Management  
Ad-hoc Reviewer, Journal of Management Studies  
Ad-hoc Reviewer, Midwest Academy of Management (MAOM) Annual Meetings  
Ad-hoc Reviewer, Teaching Society for Management Educators (OBTS) Annual Meetings  
Ad-hoc Reviewer, Southern Management Association Annual Meetings  
Ad-hoc Reviewer, The Research Foundation - Flanders (FWO)

## **PROFESSIONAL MEMBERSHIPS**

Academy of Management (AOM)  
Midwest Academy of Management (MAM)  
Society of Women Engineers (SWE)  
Southern Management Association (SMA)  
Teaching Society for Management Educators (OBTS)