

JACQUELYN DeMATTEO JACOBS, Ph.D

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Department of Management & Entrepreneurship | Haslam College of Business | University of Tennessee

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ACADEMIC BACKGROUND

- Ph.D. University of Tennessee, Knoxville, TN (May 1997)
Industrial/Organizational Psychology
Dissertation: Team-based compensation
- M.A. American University, Washington, DC (December, 1992) Major: Psychology
- B.S. Pennsylvania State University, University Park, PA (May, 1989) Major: Psychology; Business option

ACADEMIC EXPERIENCE

University of Tennessee, Department of Management & Entrepreneurship

2021-present: Director, Management & Human Resources Specialty MS Program

2020-present: Distinguished Lecturer

2018-2021: MGT 202 Course Coordinator (1900 students/year)

2016-2020: Senior Lecturer

2011-2016: Lecturer and MGT 201 Course Coordinator

1997-1998: Assistant Professor (non-tenure track)

Lincoln Memorial University (DeRoyal/LMU MBA Program)

2001: Adjunct Professor

COURSES TAUGHT

University of Tennessee: Undergraduate, MBA & Graduate Courses

Management 201: Introduction to Business Management (Course Administrator from 2011-2016; 1700 students/year)

Management 202: Introduction to Business Management (Built new course for undergraduate business majors)

Business Administration 200: Effective Communication & Ethical Leadership (UG Professional Development Series)

Management 301: Principles of Management (Undergraduate; Business core)

Management 336 & 321: Organizational Behavior (Undergraduate; Required class in Management major)

Management 480: Foundations of Project Management (Undergraduate; Required class in Management major)

Management 580: Project Management (Specialty MS in Management & HR; core class)

Management 505: Leading Complex Organizations (Full-time MBA Program; core curriculum)

Management 521: Foundations of Human Resource Management (Masters in HRM-core curriculum; MBA elective)

Management 562: Data-driven Decision Making (MS in Management and HRM- core curriculum)

Management 311: Labor Relations (Fall 1999-Fall 2001)

Management 521: Personnel Administration (Fall 1997, Full-Time MBA Program)

Management 432: Implementation & Evaluation of Personnel Programs (Spring 1998)

Business Administration 553: Developed courses on specialized topics in the areas of Compensation, Performance

Evaluation and Management, Team Building and Conflict Management for the Professional MBA program (1999-2005)

Lincoln Memorial University (DeRoyal/LMU MBA Program)

MBA 575: Organizational Behavior (Spring, 2001)

RESEARCH EXPERIENCE

Publications

Munyon, T. P., **Jacobs (formerly DeMatteo), J. D.**, Carnes, A. M., & Bohl, S. L. (2016). Pay for politics: Considering the variable pay-organizational politics relationship. In E. Vigoda-Gadot & A. Drory (Eds.), Handbook of Organizational Politics: Looking back and to the future. Northampton, MA: Edward Elgar Publishing.

Eby, L. T., & **DeMatteo, J. S.** (2000). When the type of move matters: Employee outcomes under various relocation situations. Journal of Organizational Behavior, *21*, 677-687.

Cardy, R. L., Gove, S., & **DeMatteo, J.** (2000). Dynamic and customer-oriented workplaces: Implications for HRM practice and research. Journal of Quality Management, *5*, 159-186.

DeMatteo, J. S., Eby, L. T., & Sundstrom (1998). Team-based reward systems: Current empirical evidence and directions for future research. In Staw, B. & Cummings, L. (Eds.), Research in Organizational Behavior, *20*, 141-183.

DeMatteo, J. S., Rush, M. C., Sundstrom, E., & Eby, L. T. (1997). Factors related to the successful implementation of team-based rewards. ACA Journal, *6(4)*, 16-28.

DeMatteo, J. S., Lundby, K. M., & Dobbins, G. H. (1997/98). The effects of accountability on performance in training. Training Research Journal, *3*, 39-57.

Eby, L. T., **DeMatteo, J. S.**, & Russell, J. E. A., (1997). Employment assistance needs of accompanying spouses following. Journal of Vocational Behavior, *50*, 291-307.

Russell, J. E. A., & **DeMatteo, J. S.**, (1997). Group processes, dynamics, and teamwork. In E. Cadotte (Ed.), Management of Strategy in a Global Marketplace.

Russell, J. E. A., & **DeMatteo, J. S.**, (1997). Measuring and striving for effective team performance. In E. Cadotte (Ed.), Management of Strategy in a Global Marketplace.

Lundby, K. M., **DeMatteo, J. S.**, & Rush, M. C. (1999). Culture and total quality management. In M. Stahl (Ed.), Handbook of Total Quality Management. Cambridge, MA: Blackwell Publishers.

DeMatteo, J. S., Dobbins, G. H., Myers, S. D., & Facticeau, C. L. (1996). Evaluations of leadership in preferential and merit-based leader selection situations. Leadership Quarterly, *7*, 41-62.

Proceedings

Jacobs (formerly DeMatteo), J. D., & Day, K. (2012). Dividing the pie: Effects of reward allocation method on cooperative behavior and team performance. Southern Management Association Proceedings.

DeMatteo, J. S., & Eby, L. T. (1997). Who likes team rewards? An examination of individual difference variables related to satisfaction with team-based rewards. Academy of Management Best Paper Proceedings (pp. 134-138).

Lundby, K. M., Dobbins, G. H., & **DeMatteo, J. S.** (1995). Inflation of self-ratings: Effects of team cohesion and self-management. In M. Schnake (Ed.), Southern Management Association Proceedings (pp. 232-2345).

DeMatteo, J. S., Dobbins, G. H., & Lundby, K. M. (1994). The effects of accountability on training effectiveness. In D. P. Moore (Ed.), Academy of Management Best Paper Proceedings (pp. 122-126).

Eby, L. T., & **DeMatteo, J. S.** (1994). Beyond 'one size fits all relocation assistance: A descriptive study of co-relocators in the 1990's. In M. Schnake (Ed.), Southern Management Association Proceedings (pp. 160-163).

Presentations

Jacobs, J. D., Burr, J., Inks, L. (November, 2023). Engaging students by flipping the case study. Paper presented at the annual meeting of the Southern Management Association, St Petersburg, FL.

**Best Paper in Track*

Burr, J., Jacobs, J. D. & Stevens B. (November, 2023). GPT as educational (and engagement) transformers. Paper presented at the annual meeting of the Southern Management Association, St Petersburg, FL.

Wheeler, H., & **Jacobs, J. D.** (2016). Does team stress enhance job performance? A mediational analysis. Paper presented at the annual meeting of the Southeastern Psychological Association, New Orleans, LA.

Jacobs, J. D. (February, 2015). Lost in the large lecture hall? An examination of the effects of feedback and perceived accountability on student outcomes. Paper included in the 2015 Creative Teaching Grant Showcase, University of Tennessee, Knoxville, TN.

Jacobs, J. D., & Day, K. (November, 2012). Dividing the pie: Effects of reward allocation method on cooperative behavior and team performance. Paper presented at the 2012 annual meeting of the Southern Management Association, Fort Lauderdale, FL.

DeMatteo, J. S., & Eby, L. T. (April, 2002). The role of justice in litigation decisions. Paper presented at the 2002 annual meeting of the Society of Industrial/Organizational Psychology, Ontario, Canada.

Eby, L. T., & **DeMatteo, J. S.** (April, 1998). When the type of move matters: Relationship between reason for accepting a relocation and employee attitudes and intentions. Paper presented at the 1998 annual meeting of the Society of Industrial/Organizational Psychology, Dallas, TX.

DeMatteo, J. S., & Eby, L. T. (August, 1997). Who likes team rewards? An examination of individual difference variables related to satisfaction with team-based rewards. Paper presented at the 1997 annual meeting of the Academy of Management, Boston, MA.

**Best Student Convention Paper, HR Division*

DeMatteo, J. S., Lundby, K. M., & Little, T. S. (1996, August). Peer appraisal in teams: Predictors of appraisal satisfaction and feedback acceptance. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Lundby, K. M., Dobbins, G. H., & **DeMatteo, J. S.** (1995, November). Inflation of self-ratings: Effects of team cohesion and self-management. Paper presented at the annual meeting of the Southern Management Association Proceedings, Orlando, FL.

DeMatteo, J.S., Eby, L. T., & Sundstrom (1995, August). Team-based reward systems: Current empirical evidence and next steps. Paper presented at the annual meeting of the Academy of Management, Vancouver, British Columbia.

Smith, M., **DeMatteo, J. S.**, Green, P., & James, L. R. (1995, August). A comparison of new and traditional measures of achievement motivation. Paper presented at the annual meeting of the American Psychological Association, New York, NY.

Eby, L. T., & DeMatteo, J. S. (1994, November). Beyond 'one size fits all relocation assistance: A descriptive study of co-relocators in the 1990's. Paper presented at the annual meeting of the Southern Management Association, New Orleans, Louisiana.

DeMatteo, J. S., Dobbins, G. H., & Lundby, K. M. (1994, August). The effects of accountability on training effectiveness. Paper presented at the annual meeting of the Academy of Management, Dallas, TX.

DeMatteo, J. S. (1994, August). Attributional responses to a preferentially-selected leader: A lab study. Paper presented at the annual meeting of the American Psychological Association, Los Angeles, CA.

DeMatteo, J. S., Eby, L. T., & Tampasis, A. (1994, April). Differential effects of sex and sex-role orientation on attitudes toward women. Paper presented at the annual meeting of the Southeastern Psychological Association, New Orleans, LA.

DeMatteo, J. S., Myers, S. D., & Lehr, C. O. (1993, August). The effects of type of feedback information on group members' perceptions in preferential an merit-based leader selections. Paper presented at the annual meeting of the Academy of Management, Atlanta, GA

**Dorothy Harlow Award Winner, Women in Management Track*

DeMatteo, J. S., Knight., D. W., & Lounsbury, J. W. (1993, March). Toward an understanding of workaholism: Development of a self-report measure. Paper presented at the annual meeting of the Southeastern Psychological Association, Atlanta, GA.

DeMatteo, J. S., Williams, T., & Jones, W. T. (1992, March). The predictability of personality disorder dimensions for performance in the workplace. Paper presented at the annual meeting of the Southeastern Psychology Association, Knoxville, TN.

DeMatteo, J. S., White, L. A., Teplitzky, M. L., & Sachs, S. A. (1991, October). Relationship between temperament constructs and selection for special forces training. Paper presented at the annual meeting of the Military Testing Association, San Antonio, TX.

Work In Progress & Manuscripts Under Review.

Jacobs, J. D., & Munyon, T. A. Strategic consensus, team performance and reflexivity. Data collected. Manuscript in preparation for submission to the *Southern Management Association*.

Grants/ External Research Funding

DeMatteo, J. S., Rush, M. C., & Dobbins, G. H. (1995). A proposal for examining team-based reward systems. Research funded by the American Compensation Association (\$6,100)

Recipient, Haslam College Teaching Innovation and Development Grant (2019)

Recipient: Summer Teaching Grant (2023), Faculty First Technology Grant (2018), Creative Teaching Grant (2012).

Undergraduate Research / Honor's Thesis Advisees

- Quinlan Herbert
- Heather Wheeler (thesis presented at the Southeastern Psychological Association's annual conference)
- Emily Connor
- Campbell Jessup
- Brent Phillips
- Artemis Tampasis (research presented at the Southeastern Psychological Association's annual conference)

AWARDS, HONORS, & PROFESSIONAL RECOGNITION

- Winner, UT Alumni Association Teacher of the Year (Spring 2022)
 - Winner, Haslam College of Business Advisor of the Year (2018-19)
 - Winner, Haslam College of Business Richard Reizenstein Outstanding Commitment to Students Award (Spring 2018)
 - Finalist, Haslam College of Business Richard Reizenstein Outstanding Commitment to Students Award (Spring 2016)
 - Winner, Haslam College of Business Allen H. Keally Excellence in Teaching Award (Spring 2015)
 - Winner, Haslam College of Business, Student Organization Faculty Advisor of the Year (2018-2019)
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- Director, MS in Management & Human Resources program (July 2021-present)
- Experience Learning Faculty Fellow, Inaugural Class (2017-18)
- Nominated by the Haslam College of Business for the US Professor of the Year award (Spring 2014)
- Nominated for the University of Tennessee Chancellor's Excellence in Teaching Award (Fall, 2011)
- Recipient of the SMA Best Paper Award, Innovative Teaching Track (2023)
- Recipient of the SMA Best Paper Award, Innovative Teaching Track (2003)
- Recipient of the Academy of Management Best Student Paper Award, HR Division (1997)
- Nominated for the College of Business Administration Outstanding Teacher Award (1997-8)
- Research selected for publication in the 1997 & 1994 Academy of Management Best Paper Proceedings
- Finalist, Dorothy Harlow Award, Academy of Management, Women in Management Division (1993)
- Recipient of the GSC Outstanding Community Service Award & Stipend, American University (1991)

SERVICE

- NTT Promotion Committee (2021-present)
- Faculty Advisor: Student Association for Project Management (Fall 2022-present)
- UTK Department of Management & Entrepreneurship Strategic Advisory Board member (Spring 2022-Spring 2024)
- UTK Department of Management & Entrepreneurship Strategic Task Force member (Fall 2022)
- Faculty Advisor for Project Management in the EcoCar Mobility Challenge (upcoming: Fall 22-Spring 24)
- Faculty Judge: EURECA- Exhibition of Undergraduate Research and Creative Achievement (Spring 2022)
- Faculty Advisor: Management Society at UT (recognized as the Student Organization of the Year in 2018-19 and for hosting the Event of the Year "Meet the Employers" in Spring 2020)
- Admitted Students Q&A session with the Haslam College, M&E Dept Representative (Spring 2021, Spring 2022)
- Invited Speaker, Haslam Honors Advisory Board "Last Lecture" Event (Fall 2019)
- Invited Speaker, NEXXUS (Women in Supply Chain Management) Lean-in Luncheon (Fall 2018)
- Invited Speaker, WEB (Women Empowered through Business) Institute (Summer 2020, Summer 2021)
- Mentor, ConnectUT, Spring 2022-present
- Track coordinator, Leadership & Organizational Effectiveness track for management majors (Fall 2020-present)
- Committee Chair, eProctoring Task Force, Haslam College of Business (Summer 2020)
- Faculty Advisor for the Management Society at UT (Spring 2016-present)
- UTK Haslam Undergraduate Core Curriculum Committee (Fall 2018-present)
- UTK Department of Management Undergraduate Internship Coordinator, (Fall 2017-July 2018)
- UTK Department of Management Undergraduate Curriculum Task Force Chair (Fall 2017)
- Invited Speaker, Teaching & Learning Workshop, "Teaching Big" [Large Lecture Opportunities & Challenges](#) (2015)
- Invited Speaker, Deans Teaching & Learning Luncheon Series (2013)
- Life of the Mind Discussion Leader, FYS100, University of Tennessee (2012)
- Judge, CEO Elevator Pitch Competition, UT Student Chapter (Spring 2013)
- Reviewer for the Southern Management Association Annual Conference (2012, 2013)
- Reviewer for the Society for Industrial/Organizational Psychology (1995, 1996, 2013)
- Reviewer for the Academy of Management Annual Conference (1994 & 1995)

PROFESSIONAL EXPERIENCE

iSold It on eBay

Owner/ Operator

2/05 - 4/10

Owner of an iSold It on eBay franchise in Knoxville, TN. Operated the store over a 5-year period with an average staff of 6 employees. Solely responsible for store management including recruiting, hiring and appraising employees' performance, conducting daily operations, brand marketing, payroll and other accounting functions and all purchasing decisions. Recipient of the 'Fast Start' award for first year store performance and was routinely named in the franchise "Top 10" for monthly store sales and other performance metrics. Revenue during the 5 years of operation ranged from approximately \$350,000 - \$600,000 per year.

Eastman Chemical/ UTK National Science Foundation (NSF) Partnership

Senior Research Associate

1/95 - 1/97

Member of an interdisciplinary team involved in a large-scale, longitudinal, action-research partnership with Eastman Chemical examining the role of customer value and corporate culture in managerial decision making and market-orientation. Specifically, experimental and control groups were isolated in the organization to assess the effects of the development and implementation of a new information system based on a customer-value hierarchy. Developed a structured interview format to assess the salience of a customer-oriented culture and designed behaviorally-based exercises to measure customer sensitivity. Conducted structured interviews with 61 Business Unit managers and VP's, analyzed quantitative and qualitative data, presented findings to upper management, and developed and administered surveys to assess corporate culture and customer sensitivity. Prepared a technical report for senior management at Eastman, supervised the work of two doctoral students, and provided on-going consultation to Eastman.

University of Tennessee Institute for Public Service: Tennessee Government Management Institute (TGMI) & Tennessee Government Executive Institute (TGEI)

11/02 - 11/05

Consultant/Trainer

11/2002 - 11/2005

Conducted training sessions with groups of 50+ mid- to upper-level employees within Tennessee state government to develop and promote leadership ability. Utilizing the Strength Deployment Inventory and 360-degree feedback techniques, sessions focused on team building, leadership development, and conflict management.

Tennessee Assessment Center

10/92 - 12/02

Project Consultant

Served as an assessor in selection and developmental assessment centers for several mid-sized, Fortune 500 and privately held companies. Evaluated performance of managerial candidates on several exercises (e.g., In-Basket, Case Analysis, Interpersonal Simulations, Phone Simulations, Leaderless Group Discussions, Presentation), served as a role-player in multiple simulations, participated in consensus discussions, interviewed candidates, and wrote developmental feedback reports for candidates. Assisted in assessor training and in the development of a Simulation Exercise.

Bryce Corporation

8/92-12/93

Consulting Internship

8/92-12/93

Responsible for the design, development, and implementation of an in-house Train-the-Trainer program for a manufacturing corporation. Specifically, conducted needs assessment interviews with upper management, developed a theoretically-based model of the train-the-trainer process, developed a series of 10 Training Modules (e.g., Designing Training to Maximize Learning, Writing Learning Objectives, Using Training Methods to Enhance Learning, Evaluating the Effectiveness of Training, etc), designed and produced all training materials and manuals, conducted a two-day Train-the-Trainer program, designed, collected and analyzed reaction measures, and designed a certification process for trainees. Provided on-going support for other projects including technical report preparation and survey development.

The University of Tennessee Management Development Center

6/92 – 12/97

Facilitator

Worked with groups of managers and executives as a facilitator for exercises designed to assess interpersonal skills, group decision-making, behavioral and cognitive styles, and self-assessment. Experienced with assessment tools such as the Myers-Briggs Type Indicator and several Survival Exercises (e.g., Sub-Arctic Survival, Moon Survival).

The University of Tennessee & the City of Oak Ridge

11/94 - 12/94

Diversity Training Team Member and Trainer

Assisted on a project assessing attitudes toward workplace diversity within all job functions of a mid-sized city government system. Responsible for facilitating group discussions and serving as a role-player in diversity-awareness training sessions.

TRW-Fuji Valve

6/92 - 2/93

Assistant

Assisted the human resource department with the implementation of a 360-degree performance appraisal system by consolidating multiple performance reviews (peer, supervisor, and subordinate) into one review for each employee. Developed a survey to assess employee reactions to the appraisal system.

U.S. Army Research Institute

11/90 - 7/91

Consortium Research Fellow

Conducted applied research on personnel selection which examined the relationship between temperament, as measured by the ABLE (Assessment of Background and Life Experiences), and attrition from the Special Forces Assessment and Selection Course. Solely responsible for reviewing the literature, data analysis and manuscript preparation. Assisted in data analysis and report preparation for additional projects.

REFERENCES

Dr. Lane Morris, Skinner Professor in Management
Associate Dean for Undergraduate Programs and Student Affairs
Haslam College of Business, University of Tennessee
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Dr. Anne Smith, Judy and King Rogers Professor of Management and Department Head
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Dr. Tim Munyon, Assistant Professor of Management
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Dr. Robert T. Ladd, Emeritus, William B. Stokely Professor of Business, Former Associate Dean of Research and Technology

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