

Linda Klebe Treviño, Ph.D.

Linda Klebe Treviño is Professor of Organizational Behavior, the Franklin H. Cook Faculty Fellow in Business Ethics in the Department of Management and Organization at The Pennsylvania State University where she has been on the faculty since 1987. Professor Treviño served as Chair of the Department of Management and Organization for four and a half years and currently serves as the Director of the Shoemaker Program in Business Ethics. She holds a Ph.D. in management which has contributed to her unique focus on business ethics as a management issue. Starting with her 1986 conceptual article proposing a model of ethical decision making in organizations (published in AMR), her pioneering research and writing on the management of ethical conduct in organizations is widely published, cited, and is known internationally. In the area of business ethics, she has followed up her conceptual work with empirical research that has contributed to knowledge in the following areas: 1) the management of individual ethical conduct in organizations; 2) the management of organizational climate and culture to support and encourage ethical behavior; and 3) the effectiveness of organizations' different approaches to ethics management. This work has been published in Academy of Management Review, Academy of Management Journal, Journal of Management, Journal of Applied Psychology, and other top journals. Her research, particularly two recent articles published in California Management Review, has caught the attention of ethics officers and has influenced the way ethics is being managed in organizations. She has also co-authored a textbook with Katherine Nelson entitled Managing Business Ethics; Straight Talk About How to do it Right, published by John Wiley in 1995 (third edition, 2004). The book, which is being used to teach undergraduates, MBAs, and executives, addresses how people can manage their own ethical conduct and the conduct of their employees in today's business organizations. Professor Treviño's research on managing ethics in organizations led to her interest in organizational justice and her application of justice theory to discipline, diversity, and workforce reduction initiatives. Professor Treviño received the best paper award from the Academy of Management Review in 1993 for her article on the social implications of punishment in organizations. This article broadened thinking about discipline from a dyadic process that focuses on the person being punished to a social process that recognizes the importance of observers and a justice perspective. This article was followed by two empirical studies, both published in Academy of Management Journal (1994, 1996). Professor Treviño has taught organizational behavior and business ethics to many students over the last sixteen years, from undergraduates, to MBAs, to Ph.D.s, and executives. She has also consulted with for-profit and non-profit organizations, has led research projects for Arthur Andersen's Ethics & Responsible Business Practices Consulting and for the Ethics Resource Center Fellows Program, and has presented her work to multiple academic and practitioner audiences. She currently conducts ethics training for the NASD and serves as Chair of the Invited Fellows in the Ethics Resource Center Fellows Program. She continues an active research program with current research that includes work on ethical leadership, ethical role modeling, values-based leadership, moral awareness in organizations, moral motivation, managing ethics at a distance, and student cheating. With colleagues, she has received the best paper award from the Social Issues Division of the Academy of Management three times, was nominated for the best paper award by Academy of Management Journal in 2000, and was the Connelly Visiting Scholar in Business Ethics at Georgetown University in 1995. In 2004, Professor Treviño was asked to serve as a core faculty member in the Business Roundtable's Institute for Business Ethics.

LINDA KLEBE TREVIÑO

Professor of Organizational Behavior
Department of Management and Organization
The Smeal College of Business Administration
411 Beam Business Administration Building
The Pennsylvania State University
University Park, Pennsylvania 16802

Office Phone: (814) 865-2194
Office Fax: (814) 863-7261
Email: ltrevino@psu.edu

EDUCATION

Ph.D. in Management, 1987, Texas A & M University
M.L.S., 1972, Rutgers University
B.A., French language and literature, Douglass College, Rutgers University, 1971

HONORS

Phi Beta Kappa
Beta Gamma Sigma
Best Paper Award, Academy of Management Review, 1993
Best Paper Award, Social Issues in Management Division, Academy
of Management meeting, 1996, with K. Butterfield and G. Weaver
Best Paper Award, Social Issues in Management Division, Academy
of Management meeting, 2000, with M. Brown and G. Weaver
Connelly Visiting Scholar in Business Ethics, Georgetown University,
Fall, 1995
Franklin H. Cook Faculty Fellow in Business Ethics, 2000 -
Chair, Invited Fellows, Ethics Resource Center, 2004 -

ACADEMIC WORK

EXPERIENCE

Chair, Department of Management and Organization
Smeal College of Business
The Pennsylvania State University, 1999-2003
Acting Chair, Spring, 2004

Professor of Organizational Behavior
Smeal College of Business
The Pennsylvania State University, 1997 -

Associate Professor of Organizational Behavior, 1993 - 1997

Assistant Professor of Organizational Behavior, 1987 - 1993

PROFESSIONAL

AFFILIATIONS

Academy of Management
American Psychological Association
International Association of Business and Society
Society for Business Ethics

PEER REVIEWED

PUBLICATIONS (in reverse chronological order)

Treviño, L.K. & Brown, M.E. Managing to be ethical: Debunking five business ethics myths. Academy of Management Executive, 19 (2): 69-81, 2004.

Rosenberg, A & Treviño, L.K. Group citizenship behavior: Antecedents and outcomes, Journal of Managerial Issues, 15(2): 154-174, 2003.

McCabe, D., Butterfield, K., & Treviño, L.K. Faculty and academic integrity: The influence of current honor codes and past honor code experiences. Research in Higher Education, 44(3): 367-385, 2003.

Pearce, C., Sims, H.K., Cox, J., Ball, G.A., Schnell, E., Smith, K.A. & Treviño, L.K. Transactors, transformers, & beyond: A multi-method development of a theoretical typology of leadership, Journal of Management Development, 22(4): 273-307, 2003.

Mollica, K.A., Gray, B. & Trevino, L.K. Racial homophily in newcomers' social networks in a culturally diverse setting, Organization Science, 14(2): 123-136, 2003.

DeWitt, R.L., Treviño, L.K., & Mollica, K.A. 2003. Stuck in the middle: A model of managers' reactions to their subordinates' layoffs, Journal of Managerial Issues, 15(1): 32-49, 2003.

Treviño, L.K., Brown, M., & Pincus-Hartman, L. A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite, Human Relations, 56(1): 5-37, 2003.

McCabe, D., Butterfield, K., & Treviño, L.K Honor Codes and Other Contextual Influences on Academic Integrity: A Replication and Extension to Modified Honor Code Settings. Research in Higher Education, 43 (3):357-378, 2002.

McCabe, D., Treviño, L.K., & Butterfield, K. Cheating in academic institutions: A decade of research, Ethics and Behavior, 11(3): 219-232, 2001.

Treviño, L.K. & Weaver, G.R. Organizational justice and ethics program follow through: Influences on employees' helpful and harmful behavior, Business Ethics Quarterly, 11 (4): 651-671, 2001.

Weaver, G.R. & Treviño, L.K. The role of human resources in ethics/compliance

management: a fairness perspective. Human Resource Management Review, 11: 1-22, 2001.

McCabe, D., Treviño, L.K., & Butterfield, K. Dishonesty in academic environments: The influence of peer reporting requirements. The Journal of Higher Education, 72(1): 29-45, 2000.

Treviño, L.K., Hartman, L.P., Brown, M. Moral person and moral manager: How executives develop a reputation for ethical leadership. California Management Review, 42(4): Summer, 2000, 128-142.

Butterfield, K., Treviño, L.K., & Weaver, G.R. Moral awareness in business organizations: Influences of issue-related and social context factors. Human Relations, 53(7): 981-1018, 2000.

Treviño, L.K., Webster, J., & Stein, E. Making connections: Complementary influences on communication media choices, attitudes, and use. Organization Science, 11 (2): 163-182, 2000.

Treviño, L.K. & Weaver, G. The stakeholder research tradition: Converging theorists, not convergent theory. Academy of Management Review, 24 (2): 222-227, 1999.

Weaver, G.R., Treviño, L.K. & Cochran, P. Integrated and decoupled corporate social performance: Management commitments, external pressures, and corporate ethics practices. Academy of Management Journal, 42: 539-552, 1999.

Weaver, G.R. & Treviño, L.K. Compliance and values oriented ethics programs: Influences on employees' attitudes and behavior. Business Ethics Quarterly, 9 (2): 325-345, 1999.

Weaver, G., Treviño, L.K., & Cochran, P. Corporate ethics practices in the mid-1990s: An empirical study of the Fortune 1000, Journal of Business Ethics, 18 (3), 283-294, 1999.

Weaver, G.R., Treviño, L.K., & Cochran, P. 1999. Corporate ethics programs as control systems: Influences of executive commitment and environmental factors, Academy of Management Journal, 42(1): 41-57, 1999.

McCabe, D., Treviño, L.K., & Butterfield, K. Academic integrity in honor code and non-honor code environments: A qualitative investigation, The Journal of Higher Education, 70 (2): 211-234, 1999.

Treviño, L.K., Weaver, G., Gibson, D., & Toffler, B. Managing ethics and legal compliance: What works and what hurts. California Management Review, 41 (2): 131-151, 1999, reprinted in L.P. Hartman. *Perspectives in business ethics*. 2nd Ed. NY: McGraw-Hill.

DeWitt, R.L., Treviño, L.K. & Mollica, K. Ineligible and eligible employees' reactions to voluntary workforce reductions, Journal of Management, 24 (5): 593-613, 1998.

Treviño, L.K., Butterfield, K. & McCabe, D. The ethical context in organizations: Influences on employee attitudes and behaviors, Business Ethics Quarterly, 8 (3): 447-476, 1998, reprinted with permission in J.A. Worthley. Organizational Ethics in the Compliance Context. Chicago, Illinois: Health Administration Press, 1999; reprinted with permission in J. Dienhart. The Next Phase of Business Ethics, Elsevier, 2001, pgs. 301-337.

Treviño, L.K. & Weaver, G.R. Ethics in competitive intelligence practice: Consensus, conflicts, and challenges. Competitive Intelligence Review, 8 (1): 61-72, 1997.

McCabe, D. & Treviño, L.K. Individual and contextual influences on academic dishonesty: A multicampus investigation. Research in Higher Education, 38: 379-396, 1997.

Butterfield, K., Treviño, L.K. & Ball, G.A. Punishment from the manager's perspective: A grounded investigation and inductive model. Academy of Management Journal, 39: 1479-1512, 1996.

McCabe, D., Treviño, L.K. & Butterfield, K. The influence of collegiate and corporate codes of conduct on ethics-related behavior in the workplace, Business Ethics Quarterly, 6: 441-460, 1996.

McCabe, D. & Treviño, L.K. Cheating among business students: A challenge for business leaders and educators. Journal of Management Education, 19 (2): 205-218, 1995.

Shapiro, D., Treviño, L.K., & Victor, B. Correlates of employee theft: A multi-dimensional justice perspective, International Journal of Conflict Management, 1995.

Webster, J. & Treviño, L.K. Rational, symbolic, and social explanations of media choice; A policy capturing study, Academy of Management Journal, 38 (6): 1544-1572, 1995.

Ball, G.A., Treviño, L.K. & Sims, H.P. Jr. Just and unjust punishment incidents: Influences on subordinate performance and citizenship. Academy of Management Journal, 37 (2): 299-322, 1994.

Treviño, L.K. & McCabe, D. Meta-learning about business ethics: Creating

honorable business school communities, Journal of Business Ethics, 13: 405-416, 1994.

Treviño, L.K. & Weaver, G.R. Business ETHICS/BUSINESS ethics: One field or two? Business Ethics Quarterly, 4: 113-128, 1994.

Weaver, G.R. & Treviño, L.K. Normative and empirical business ethics: Separation, marriage of convenience, or marriage of necessity? Business Ethics Quarterly, 4: 129-143, 1994.

Ball, G.A., Treviño, L.K. & Sims, H.P., Jr. The justice of organizational punishment: attitudinal and affective side effects. Social Justice Research, 6 (1): 39-67, 1993.

Ball, G. A., Treviño, L.K., & Sims, H.P., Jr. Understanding subordinate reactions to punishment incidents: Perspectives from justice and social affect, Leadership Quarterly, 33(4): 307-333, 1993.

McCabe, D. & Treviño, L.K. Academic dishonesty: Honor codes and other contextual influences. Journal of Higher Education, 64(5): 522-538, 1993.

Thomas, J. & Treviño, L.K. Information processing in strategic alliance building. Journal of Management Studies, 30(5): 779-814, 1993.

Victor, B., Treviño, L.K. & Shapiro, D. Peer reporting of unethical behavior: The influences of social context conditions and justice perceptions, Journal of Business Ethics, 12: 253-263, 1993.

Webster, J. & Treviño, L.K. The dimensionality and correlates of flow in human-computer interactions. Computers and Human Behavior, 9: 411-426, 1993.

Youngblood, S. A., Treviño, L.K., & Favia, M. Reactions to unjust dismissal and third party dispute resolution; A justice framework, Employee Rights and Responsibilities Journal, 5(4): 283-307, 1993.

Thomas, J.B., Ketchen, D., Treviño, L.K. & McDaniel, R. Developing interorganizational relationships in the health sector, Health Care Management Review, 17 (2): 7-19, 1992.

Treviño, L.K. Experimental approaches to studying ethical/unethical behavior in organizations, Business Ethics Quarterly, 2 (2): 121-136, 1992.

Treviño, L.K. Moral reasoning and business ethics: Implications for research, education, and management, Journal of Business Ethics, 11: 445-459, 1992.

Treviño, L.K. The social effects of punishment: A justice perspective, Academy of Management Review, 17: 647-676, 1992.

Treviño, L.K. & Ball, G.A. The social implications of punishing unethical behavior: Observers' cognitive and affective reactions, Journal of Management, 18:4, 1992.

Treviño, L.K. & Victor, B. Peer reporting of unethical behavior: A social context perspective, Academy of Management Journal, 35: 38-64, 1992.

Treviño, L.K. & Webster, J. Flow in computer-mediated communication: Electronic mail and voice mail evaluation and impacts, Communication Research, 19 (5): 539-573, 1992.

Treviño, L.K., Lengel, R., Bodensteiner, W., Gerloff, E. & Muir, N. The richness imperative and cognitive style: The role of individual differences in media choice behavior, Management Communication Quarterly, 4 (2): 176-197, 1990.

Treviño, L.K. & Youngblood, S.A. Bad apples in bad barrels; A causal analysis of ethical decision-making behavior, Journal of Applied Psychology, 75: 378-385, 1990.

Daft, R.L., Lengel, R.H., & Treviño, L.K. Message equivocality, media selection, and manager performance: Implications for information systems, MIS Quarterly, 11(3): 355-368, 1987

Treviño, L.K., Lengel, R., & Daft, R.L. Media symbolism, media richness, and media choice in organizations: A symbolic interactionist perspective, Communication Research, 14 (5): 553-574, 1987.

Treviño, L.K. Ethical decision making in organizations: A person-situation interactionist model. Academy of Management Review, 11 (3): 601-617, 1986.

BOOKS

Treviño, L.K., & Weaver, G. Managing ethics in business organizations: Social scientific perspectives. Stanford University Press, 2003.

Treviño, L.K. & Nelson, K. Managing business ethics; straight talk about how to do it right. 3rd ed. NY: John Wiley & Sons, Inc. 2004.

Treviño, L.K. & Nelson, K. Managing business ethics; straight talk about how to do it right. 2nd ed. NY: John Wiley & Sons, Inc. 1999.

Treviño, L.K. & Nelson, K. Managing business ethics; straight talk about how to do it right. NY: John Wiley & Sons, Inc. 1995.

OTHER

PUBLICATIONS (in reverse chronological order)

Treviño, L.K. in press. Ethical leadership. In A. Shriberg, D.L. Shriberg, C. Lloyd. Practicing Leadership; Principles and Applications. NY: John Wiley & Sons.

Treviño, L.K. & Brown, M. in press. The role of leaders in influencing unethical behavior in the workplace. In R. Kidwell & C.Martin (Eds.) Managing Organizational Deviance. Sage.

McCabe, D., Butterfield, K. & Treviño, L.K. in press. In Karp, D.R. & Thom Allena (Eds.) Academic integrity: How widespread are cheating and plagiarism? In Restorative Justice on the College Campus: Promoting Student Growth and Responsibility, and Reawakening the Spirit of Campus Community. Springfield, IL: Charles C. Thomas, pages 130-141.

Brown, M. & Treviño, L.K. 2003. Is values-based leadership ethical leadership? Chapter in Skarlicki, D, Gilliland, S. & Steiner, D. Social Issues in Management, Volume 3. in press

Treviño, L.K. July, 2000. The Hard Stuff and the “Soft Stuff” of Managing Ethics Effectively. Office of Government Ethics Newsgram.

Treviño, L.K., Weaver, G.R., & Brown, M. It’s Lovely at the Top: 2000. Comparing Senior Managers’ and Employees’ Perceptions of Organizational Ethics. Academy of Management Annual Meeting Best Paper Proceedings.

Treviño, L.K. review of Ian A. Mitroff and Elizabeth A. Denton. A Spiritual Audit of Corporate America; A Hard Look at Spirituality, Religion, and Values in the Workplace. San Francisco: Jossey-Bass/Pfeiffer, 1999. In Personnel Psychology, 53(3): 758-761.

Treviño, L.K. Business ethics and the social sciences. In R.E. Frederick (Ed.) A companion to business ethics, pgs. 218-230. Blackwell, 1999.

Treviño, L.K. & Weaver, G.R. Punishment in organizations; descriptive and normative perspectives. In M. Schminke (Ed.) Managerial ethics: moral management of people and processes, pgs. 99-114. Erlbaum, 1998.

Treviño, L.K. review of Ethical dimensions of international management by S.J. Carroll and M.J. Gannon. Thousand Oaks, CA: Sage Publications. Personnel Psychology, 1998.

Weaver, G.R. & Treviño, L.K. entry on "Methodologies of business ethics research," in The Concise Blackwell Encyclopedia of Management. 1998.

Treviño, L.K. entries on professional code of conduct, professional ethics. In L. Peters, S. Youngblood, & B. Greer (Eds.) The Blackwell Encyclopedic

Dictionary of Human Resource Management. Oxford: Blackwell Publishers, in press.

Treviño, L.K. & Weaver, G. R. entry on "Methodologies of business ethics research. In P. Werhane and R.E. Freeman (Eds.), Blackwell Encyclopedic Dictionary of Business Ethics. Cambridge, MA: Blackwell Publishers.

Treviño, L.K. & Bies, R. Through the looking glass: A normative manifesto for organizational behavior. In S. Jackson & C. Cooper. Creating tomorrow's organizations; A handbook for future research in organizational behavior, (pgs. 439-452) NY: John Wiley, 1997.

Webster, J., Treviño, L.K. & Stein, E. Personal nature and ambiguity as sources of message equivocality: An extension of media richness theory. In J.F. Nunamaker, Jr. & R.H. Sprague, Jr. (Eds.). Collaboration Systems and Technology. Vol. III. Proceedings of the 29th Hawaii International Conference on System Sciences. Los Alamos, CA: IEEE Computer Society Press, 1996.

Treviño, L.K. entries on business ethics, codes of conduct, dilemmas, ethical, honesty testing. In N. Nicholson (Ed.) Blackwell Encyclopedic Dictionary of Organizational Behavior. Oxford: Blackwell Publishers, 1995.

McCabe, D. & Treviño, L.K. What we know about cheating in college. Change; The Magazine of Higher Learning. January/February: 28-33, 1996.

Thomas, J., Treviño, L.K., Kramer, J., & Lafferty, W. Midwest Health System and Stuben Hospital, a case, In R.L. Daft and M.P. Sharfman (Eds.), Organization Theory; Cases and Applications, 3rd Ed. West Publications, 1990.

Treviño, L.K. A cultural perspective on changing and developing organizational ethics. In R. Woodman and W. Passmore (Eds.) Research in Organizational Change and Development, 4: 195-230, JAI Press, 1990.

Treviño, L.K., Daft, R.L., & Lengel, R. Managers' media choices: A symbolic interactionist perspective. In J. Fulk and C. Steinfield, Organizations and Communication Technology, pgs. 71-94, Sage Publications, 1990.

Treviño, L.K. Mediation of unjust discharge disputes in a non-union setting, Technical Report, Fellowship Grant #86-027, National Institute for Dispute Resolution, 1988.

Treviño, L.K. Reasoning about business ethics: A cross-cultural research perspective," Proceedings of the Pan-Pacific Conference V; A Business, Economic and Technological Exchange, Singapore, May, 1988.

Treviño, L.K. The influences of vicarious learning and individual differences on ethical decision making in the organization: An experiment, Doctoral Dissertation, Texas A&M

University, 1987.

Treviño, L.K. Management succession: A review and suggested framework, Proceedings, Southwest Academy of Management Meeting, 1986.

SELECTED PROFESSIONAL SERVICE

Editorial boards,

Academy of Management Review, July, 1993-1996, 1996-1999, 2002-2005

Academy of Management Journal, July, 1991- July, 1993, 2002 – 2004

Business Ethics Quarterly, 1996-2005

Teaching Business Ethics, 1996-2000

Integrity (quarterly newsletter of KPMG's Business Ethics Institute
July, 1996-July, 1997.

International Journal of Organizational Analysis, 1993-95.

Management Communication Quarterly, 1993-1995.

Co-Editor, Special Issue, Academy of Management Review on Corruption

Ad hoc reviewer (selected list),

Organizational Behavior and Human Decision Processes

Organization Science

Journal of Management

National Science Foundation

Communication Research

Journal of Applied Psychology

Journal of Business Ethics

Journal of Organizational Behavior

Chairperson, Invited Fellows – Ethics Resource Center Fellows Program, appointed 2004

Member, Career all-Academy awards committee, 2003-2004 (Don Hellriegel, Chair),
appointed 7/03.

Member, AACSB Ethics Education Task Force, appointed 7/03 –

Member, Academy of Management Ethics Committee, 2002 -

Governance Committee, Social Issues in Management

Division, Academy of Management, three year term, 1990-1993.

Chair, Research Committee, Social Issues in Management

Division, Academy of Management, 1997-1998

Chair, Research Committee, Social Issues in Management Division,

Academy of Management, 1997-1998.

Co-Chair, Research Committee, Social Issues in Management Division, Academy of
Management, 1996-1997.

Academy of Management Review Best Paper Committee, 1994, 1995, 1996, 1998.

Elected, Executive Committee of International Association of Business and Society, 1995
Elected member of Executive Council of Society for the
Advancement of Socio-Economics, 1993-1995.
Academy of Management Organizational Behavior Division Best Paper
Committee, 1992
Member, Academy of Management Ethics Task Force, 1989-91

Updated 7/04