

SANJAY T. MENON

Dean of Graduate Studies
Professor of Management
Director of India Studies
Louisiana State University in Shreveport
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EEOC Data

Nationality: US Citizen	Race: Asian (Not Hispanic or Latino)	Gender: Male
Disability: No	Veteran: No	ADEA: 40 and above

EDUCATION

1995	Ph.D.	McGill University, Montreal, Canada Specialization in Organizational Behavior <u>Award</u> : Dean's Honor List Thesis: Employee Empowerment: Definition, Measurement, and Validation
1987	MBA	Indian Institute of Management, Calcutta, India Specialization in Marketing & Finance
1984	B. Eng.	Regional Engineering College, Surat, India Specialization in Electrical Engineering <u>Awards</u> : Government of India Merit Scholarship, 1981-84 Valedictorian, 1982-83

PROFESSIONAL CERTIFICATION

2007	Senior Professional in Human Resources (SPHR)
2012	Quality Matters Reviewer

EXPERIENCE

Leadership

Dean, Graduate Studies (since 2015)

- Serve on the Provost and Deans Councils and assist Provost and Chancellor in all matters pertaining to Graduate Studies
- Managed growth of graduate programs from around 400 in 2014 to over 7,500 in 2020 including over 7,000 online graduate students
- Streamlined policies and procedures to manage growth in online graduate programs

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- Responsible for strategic long-range planning for graduate programs as well as the development of appropriate policies
- Regularly interact with third-party recruiting partner to manage issues related to online programs
- Oversee graduate admission and records as well as graduate eligibility status
- Serve as Chair of the Graduate Council
- Serve on Executive Graduate Council of LSU system
- Introduced 3MT competition to campus
- Successfully launched annual regional student research conference

Supervisor, Sponsored Research & Tech Transfer (since 2015)

- Provide general supervision for grants process, disclosures & patents, and IRB process
- Provide opportunities for faculty and student research
- Successfully initiated J-1 visiting scholar program
- Instituted CITI training

Supervisor, Online Learning & Faculty Development (2015 - 2018)

- Provide general supervision for online learning administration
- Provide general supervision for faculty training for online delivery

Supervisor, International Student Office (since 2015 - 2018)

- Initiated establishment of the International Student Office
- Provided general supervision to the Director of International Student Services

President, LSUS Faculty Senate (2008-09)

- Worked with senior administration during budget crisis and restructuring of colleges
- Interacted with other faculty senate presidents on a regular basis
- Organized first ever joint faculty senate meeting with LSU Health Sciences senate

Director, Shipley Center for Leadership & Entrepreneurship, Clarkson University (2000 – 2001)

- Initiated and established Educational Leadership Academy of Northern New York (ELANNY)
- Designed and conducted Leadership Competency Assessment for graduate business students

Director, India Studies Program, LSUS (since 2005)

- Responsible for UG electives in India Studies and other program activities
- Raised \$60,000 from the community to secure matching state funds

Professional Leadership Experiences

- President – Louisiana Council of Graduate Schools [Since April 2019]
- Vice-President – Louisiana Council of Graduate Schools [2018 - 19]
- President – International Society for the Study of Work and Organizational Values (ISSWOV) [2010-12]
- President elect - International Society for the Study of Work and Organizational Values (ISSWOV) [2008-2010]

Other Leadership Experiences

- Chair, Personnel and Policy Committee (2014-15)

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- Chair, Graduate Studies Committee (2010-12)
- Chair, Assurance of Learning Committee, LSUS (2003 – 2006)
 - Principal architect of the Assurance of Learning process that helped successfully retain AACSB accreditation
- Area representative, Faculty of Organizational Studies, Clarkson University Business School, Spring 1999
- Co-Chair, Outcomes Assessment Committee, Clarkson University Business School (1999-2001)
 - Designed and authored Outcomes Assessment Process Matrix, Fall 2000

Service Contributions

- Executive Committee – Conference of Southern Graduate Schools [Since 2022]
- Membership Committee – Conference of Southern Graduate Schools [2016 – present]
- Secretary-Treasurer – International Society for the Study of Work and Organizational Values (ISSWOV) [2004-2008; 2013 – to present]
- Board member – Multicultural Center of the South, Shreveport, LA [2005- 07]
- Various committees at LSUS including Strategic Planning Committee, Retention Committee, International Student Recruitment Committee, Graduate Council.
- Chapter Advisor – SHRM LSUS Student Chapter [2003-04]
- Editorial board member
 - International Journal of Cross Cultural Management
- Reviewer – Various journals and conferences

Work

Dunlop India Limited, Calcutta [1987-90]
Junior Executive - Industrial Products

Consulting

Harcourt Brace Publishing, Toronto. 1995
Groupe Educactivre, Montreal. 1994-95
General Hospital, Chandler, Quebec. 1994-95
Bluewater Companies, London, Ontario. 1993-94

Awards

1. Chancellor's Distinguished Fellow Award – LSUS, 2010
2. Student nomination for Professor of the Year – 2013, 2016, 2018
3. School of Business Outstanding Service Award - 2009

Teaching

College of Business, Education, & Development, LSUS [since Aug 2002]
. Leadership Theory & Development [Ed.D]
. Managing Complex Organizations [Ed.D]
. Organizational Behavior [MBA; traditional & online]

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- . Strategic Management of Human Capital [MBA; online]
- . International Business [MBA; online]
- . Healthcare Human Resource Management [MHA; traditional & online]
- . Healthcare Organizational Behavior [MHA]
- . Leadership
- . Micro-Organizational Behavior [traditional & online]
- . Compensation [traditional & online]
- . International Human Resource Management [traditional & online]
- . Introduction to International Business [traditional & online]
- . Principles of Management [traditional & online]

School of Business, Clarkson University [1995 - 2002]

- . Organizational Behavior
- . Human Resource Management [Grad. & UG]
- . International Management
- . Organizational Policy & Strategy [Capstone UG]
- . Managing Organizational Change

Faculty of Management, McGill University [1991-95]

- . Organizational Behavior [Grad. & UG]
- . Organizational Development and Change
- . Group Dynamics

Faculty of Social Sciences, University of Ljubljana, Slovenia [Guest Lecturer, Dec 2004, June 2006]

Department of Administration, ITAM, Mexico [Guest Lecturer, July 2010]

RESEARCH, PAPERS, AND PUBLICATIONS

Research Interests

Major research interests are in the area of empowerment and charismatic leadership. Other research interests include supply chain management, managerial resourcefulness, personality, work design, careers & role transitions, international human resource management, and indigenous leadership.

Summary of Research Output

Publications: 19 peer reviewed articles, 8 cases, 3 book chapters, 1 edited volume, 2 book reviews
Other publications: 20 Conference proceedings & research papers, 2 invited articles

Citation count [as of 06/07/22]: 3,593 [[Sanjay T Menon Citations](#)]

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Copyright/Patent

Contribution Ratio method of evaluating contribution in teams. US. Copyright # TXu 969-642 (Aug, 2000)

Select Publications

Conger, J.A., Kanungo, R.N., & Menon, S.T. (2000). Charismatic Leadership and Follower Effects. Journal of Organizational Behavior, 21(7): 747-767.

Menon, S.T. (2001). Employee Empowerment: An Integrative Psychological Approach. Applied Psychology, 50(1): 153-180.

Menon, S. T. & Kotze, K. E. (2007). Human Resource Integration in the South African Military: A View from the Trenches. Human Resource Management, 46(1):71-94.

Menon, S. T. (2002). Toward a Model of Psychological Health Empowerment: Implications for Health Care in Multicultural Communities. Nurse Education Today, 22(1): 28-39.

Kanungo, R. N. & Menon, S. T. (2005). Managerial Resourcefulness: Measuring a Critical Component of Leadership Effectiveness. Journal of Entrepreneurship, 14(1): 39-55.

Menon, S. T. (2019). A Quarter Century of Management Research in South Asia – II: India and Pakistan. South Asian Journal of Business Studies, 8 (1): 81-104.

Research Articles

Menon, S.T. (2021), "A quarter century of management research in South Asia – III: analysis and conclusions", South Asian Journal of Business Studies, 10 (2): 192-202.

Marques, T. M. G., Crespo, C., Menon, S. T., Gomes, J. F. S., & Gilmartin, S. R. (2019). Culture and Love of Money: Evidence from the Iberian Peninsula and US Hispanic Residents. Hispanic Journal of Behavioral Sciences, 41(4):550 – 571.

Menon, S. T. (2019). A Quarter Century of Management Research in South Asia – II: India and Pakistan. South Asian Journal of Business Studies, 8 (1): 81-104.

Menon, S. T. (2016). A Quarter Century of Management Research in South Asia - I: Afghanistan, Bangladesh, Bhutan, Maldives, Nepal, and Sri Lanka. South Asian Journal of Global Business Research, 5(1):2-31. [**Winner: 2017 Emerald Literati Network Award for Excellence**]

Arceniega, M. L. & Menon, S. T. (2013). The Power of Goal Internalization: Studying Psychological Empowerment in a Venezuelan Plant. International Journal of Human Resource Management, 24(15): 2948-2967.

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- Menon, S. T. (2012). Human Resource Practices, Supply Chain Performance, and Wellbeing. International Journal of Manpower, 33(7): 769-785.
- Menon, S. T. (2011, May). Empowerment Done Right: A Manager's Field Guide. Direccion Estrategica [On-line Journal]. Edition 37 [Human Resources]. <http://direccionestrategica.itam.mx/empowerment-done-right-a-manager%E2%80%99s-field-guide/>.
- Menon, S. T. & Kotze, K. E. (2007). Human Resource Integration in the South African Military: A View from the Trenches. Human Resource Management, 46(1):71-94.
- Kotze, E., Menon, S.T., & Vos, B. (2007). Psychological Empowerment in the South African Military: the Generalisability of Menon's Scale. South African Journal of Industrial Psychology, 33(2), 1-6.
- Kanungo, R. N. & Menon, S. T. (2005). Managerial Resourcefulness: Measuring a Critical Component of Leadership Effectiveness. Journal of Entrepreneurship, 14(1): 39-55.
- Kanungo, R. N. & Menon, S. T. (2004). Managerial Resourcefulness: The Construct and Its Measurement. Journal of Entrepreneurship, 13(2): 129-152.
- Menon, S.T. (2004). Culture's Consequences for 21st Century Research and Practice. International Journal of Cross Cultural Management, 4(2): 135-140.
- Menon, S.T. & Hartmann, L. C. (2002). Generalizability of Menon's Empowerment Scale: Replication and Extension with Australian Data. International Journal of Cross Cultural Management, 2(2): 137-153.
- Menon, S. T. (2002). Toward a Model of Psychological Health Empowerment: Implications for Health Care in Multicultural Communities. Nurse Education Today, 22(1): 28-39.
- Menon, S.T. (2001). Employee Empowerment: An Integrative Psychological Approach. Applied Psychology – An International Review, 50(1): 153-180.
- Conger, J.A., Kanungo, R.N., & Menon, S.T. (2000). Charismatic Leadership and Follower Effects. Journal of Organizational Behavior, 21(7): 747-767.
- Menon, S. T. & Kanungo, R. N. (2000). Workplace Empowerment: A Grid Approach. Vision: The Journal of Business Perspective, 4(Special Issue): 1-10.
- Menon, S.T. (1999). Psychological Empowerment: Definition, Measurement, and Validation. Canadian Journal of Behavioral Sciences, 31 (3): 161-164.
- Lee, M.D. & Menon, S.T. (1998). Emergent Family Patterns and Career Outcomes of Male and Female MBA Graduates in Early Career. Canadian Journal of Administrative Sciences, 15(3): 267-278. [*Nominated for Best Paper Award of 1998*]
- Conger, J.A., Kanungo, R.N., Menon, S.T., & Mathur, P. (1997). Measuring Charisma: Dimensionality and Criterion Related Validity of the Conger-Kanungo Scale of Charismatic Leadership. Canadian Journal of Administrative Sciences, 14(3): 290-302.

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Other Articles

Menon, S. T. (2016). Book Review: Gender Equality in Public Services: Chasing the Dream. South Asian Journal of Human Resources Management, 3(2): 205-208.

Menon, S. T. (2015). Book Review: Stress and Work: Perspectives on Understanding and Managing Stress. Canadian Journal of Administrative Sciences, 32(2):139-140.

Menon, S. T. (2004). In Memoriam: Professor Abraham (Rami) Sagie (1947-2003). International Journal of Cross Cultural Management, 4(2): 131-133.

Work in Progress

Relative Importance of Value Congruence in Supply Chain Partner Selection
Management [First draft under preparation]

Task Focus and Career Success [Second draft under preparation]

Leader Characteristics in Charismatic Leadership [Second draft under preparation]

Manuscripts under Review

Senator Robert F. Wagner: Tireless Champion of the Working Classes

Cases

Menon, S. T. (2011). "Wossman High School [A]". Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

Menon, S. T. (2011). "Wossman High School [B]: The Turnaround". Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

Menon, S. T. (2010). "Foundation Restaurants, LLC [A]", Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

Menon, S. T. (2010). "Foundation Restaurants, LLC. [B]", Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

Menon, S. T. (2010). "Kate Middleton Elementary Turnaround School [A]", Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

Menon, S. T. (2010). "Kate Middleton Elementary Turnaround School [B]", Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

Menon, S. T. (2010). "M. J. Kaufman Elementary Turnaround School [A]", Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

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Menon, S. T. (2010). "M. J. Kaufman Elementary Turnaround School [B]", Louisiana School Turnaround Specialist Program. Louisiana Board of Regents.

Book Chapters

Menon, S. T. (2006). Non-hierarchical emergent structure: A case study in alternative management. In M. Brown & P.P. Mohler (Ed.), *Theory, Laws, and Measurement* (pp. 125-137). Mannheim, Germany: ZUMA.

Menon, S.T. & Borg, I. (1995). Subjective empowerment in organizations: A facet theoretical analysis of an empowerment scale. In J.J. Hox, P.G. Swanborn, & G.J. Mellenbergh (Eds.), *Facet Theory: Analysis and Design*: 179 - 186. Zeist, The Netherlands: Setos.

Menon, S.T. (1994). Designing work in developing countries. In R.N. Kanungo & M. Mendonça (Eds.), *Work Motivation: Models for developing countries*: 84-113. New Delhi: Sage.

Edited Volume

Menon, S. T. (2010). *Competing Values in an Uncertain Environment: Managing the Paradox*. International Society for the Study of Work and Organizational Values, Shreveport, LA. [ISBN. 978-0-9817997-1-1]

Conference Proceedings and Research Papers

Menon, S. T. (2013). Learning by Doing: A Different Approach to Teaching Leadership. Proceedings of the Organizational Behavior Teaching Society Conference, Asheville, NC. Available online at: <http://obtc.org/conference/index.php/2013/2013/paper/view/359> .

Menon, S. T. (2010). Empowerment as an Organizational Value in a High Power Distance Culture: Evidence from Venezuela. Proceedings of the International Society for the Study of Work and Organizational Values (ISSWOV) meeting, Estoril-Lisbon, pp. 314-320.

Menon, S.T. (2008). Value orientation for global supply chain orientation. In Proceedings of the Eleventh Bi-Annual Conference of the International Society of Work and Organizational Values, Singapore, pp. 163-170. CD ROM.

Kotze, E., Menon, S. T., & Vos, B. (2006). Psychological empowerment in the South African military: the generalizability of Menon's scale. In Proceedings of the Tenth Bi-Annual Conference of the International Society of Work and Organizational Values, Tallinn, Estonia, June 2006; CD ROM.

Menon, S. T. & Kotze, E. (2004). Relative influence of personal, societal, and organizational variables on psychological empowerment of military personnel: Evidence from South Africa. In Proceedings of the Ninth Bi-Annual Conference of the International Society of Work and Organizational Values, New Orleans, USA, August 2004; CD ROM.

Menon, S. T. (2003). Pre-charismatic emergence, charismatic leader types, and reactions of non-followers: Expanding the domain of charismatic leadership research. In Proceedings of the

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- Southwest Academy of Management Conference, Houston, TX, March 2003; pp. 201-205.
- Menon, S. T. (2002). Value Based Empowerment. In Proceedings of the Eighth International Conference on Work Values and Behavior, Warsaw, Poland, June 2002; pp. 294-298.
- Menon, S. T. & Pethe, S. (2002). Organizational Antecedents and Outcomes of Empowerment: Evidence from India. In Proceedings of the Eighth International Conference on Work Values and Behavior, Warsaw, Poland, June 2002; pp. 289-293.
- Menon, S.T. (2000). Empowerment as a Leadership Value. In Proceedings of the Seventh International Conference on Work Values and Behavior, Jerusalem, Israel, June 2000; pp. 433-437.
- Menon, S. T. (2000). Work Family Values and Potential Effect on Career Success. In Proceedings of the Seventh International Conference on Work Values and Behavior, Jerusalem, Israel, June 2000; pp. 439-443.
- Menon, S. T. & Hartmann, L. (2000). Generalizability of Menon's empowerment scale: Replication and extension with Australian data. In Proceedings of the Seventh International Conference on Work Values and Behavior, Jerusalem, Israel, June 2000; pp. 445-449.
- Menon, S. T. & Hartmann, L. C. (1999). Menon's Empowerment Scale: Generalizability with Australian Data. In Proceedings of the Thirteenth International Conference of the Australia and New Zealand Academy of Management (ANZAM), Hobart, December, CD ROM.
- Conger, J.A., Kanungo, R.N., & Menon, S.T. (1998). Effect of Charismatic Leadership on Subordinate Values. In Proceedings of the Sixth International Conference on Work Values and Behavior, Istanbul, Turkey, July 1998; pp. 38-42.
- Menon, S.T. & Ormsbee, F. (1998). Leadership Effect on Small Organizational Climate. In Proceedings of the Sixth International Conference on Work Values and Behavior, Istanbul, Turkey, July 1998; pp. 202-206.
- Kanungo, R.N. & Menon, S.T. (1996). Managerial Values and Personal Resourcefulness: Operationalization and Measurement. In Proceedings of the Fifth International Conference on Work Values and Behavior, Montreal, Canada, August 1996; pp. 321-330.
- Menon, S.T. (1994). An Employee-Centered Approach to Empowerment: Definition and Measurement. Working Paper # 94-07-08, Faculty of Management, McGill University.
- Menon, S.T. (1994). Employee empowerment through transformational leadership. In Proceedings of the Fourth International Conference on Work Values and Behavior, Barcelona, Spain, July 1994; pp. 213-222.
- Menon, S.T. (1993). The culture contingency in the developing country context. In Proceedings of the Eastern Academy of Management Conference, Providence, RI, May 1993; pp. 199-202.
- Menon, S.T. (1992). Resolution of three paradoxes involving the expectancy theory of motivation. In Proceedings of the Administrative Sciences Association of Canada Conference, Quebec,

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June 1992; pp. 141-149.

Menon, S.T. (1992). Work design for developing countries: The need for empowerment and dis-alienation. In Proceedings of the 1992 Conference on Human Resource Management in Developing Countries, Montreal, May 1992; pp. 210-227.

Presentations

Gomes, Kuntz, Menon, et al. (2021). Mapping Indigenous Leadership Across Eight Countries: Values, Processes, Attributes, and Outcomes. ISSWOV Virtual Conference June 28, 2021.

Menon, S.T. (2019). RFW – The Little Boy from Germany who Changed America. Paper presented to the Tarshar Society, Shreveport, LA, February 2019.

Menon, S. T. (2018). National Labor Relations Act (1935): Income Security through Collective Bargaining. Great Legislators/Legislation International Conference, Shreveport, LA, October 2018.

Menon, S. T. (2018). Understanding the Millennial Generation: Implications for the Economy and the Workplace. Department of Management Studies, Goa University, Goa, India, July 2018.

Menon, S.T. (2018). When Harish Becomes Harry: Value Conflicts of Call Center Workers in India. Paper presented at the 16th International Conference on Work Values and Behavior, Trieste, Italy, July 2018.

Menon, S. T. (2016). Management Research in India and Pakistan: A 25-Year Review. Paper presented at the 15th International Conference on Work Values and Behavior, Belo Horizonte, Brazil, July 2016.

Meeks, M. & Menon, S. T. (2016). Teaching Strategic Leadership: A Large Teams Approach. Paper presented at the 47th Southwest Decision Sciences Institute (SWDSI) Conference, Oklahoma City, OK, March 2016.

Menon, S. T. (2014). Relative Importance of Value Congruence in Supply Chain Partner Selection. Paper presented at the 14th International Conference on Work Values and Behavior, Riga, Latvia, June 2014.

Menon, S. T. (2013). The Legacy of St. Thomas – The Syrian Christians of Kerala. Paper presented to the Tarshar Society, Shreveport, LA, December 2013.

Menon, S. T. (2013). Learning by Doing: A Different Approach to Teaching Leadership. Paper presented at the 40th Organizational Behavior Teaching Conference, Asheville, NC, June 2013.

Menon, S. T. (2012). Value Congruence in the Selection of Supply Chain Partners. Paper presented at the 13th International Conference on Work Values and Behavior, Goa, India, June 2012.

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- Menon, S.T. (2009). Mahatma Gandhi: A Model of Transcendental Leadership. Paper presented at the inaugural conference of the Indian Academy of Management, Jamshedpur, India, December, 2009.
- Menon, S. T. (2009). B. R. Ambedkar: India's Dalit Leader. Paper presented at the Lincoln Without Borders International Conference, Shreveport, LA, October 2009.
- Menon, S.T. (2006). Ethical and Moral Empowerment: Empowering Employees to Do the Right Thing". Paper presented at the 10th International Conference on Work Values and Behavior, Tallinn, Estonia, June 2006.
- Menon, S.T. (2006). Leader Value Orientation: Toward a Typology of Charismatic Leaders. Paper presented at the 10th International Conference on Work Values and Behavior, Tallinn, Estonia, June 2006.
- Menon, S.T. (2006). Effect of Peer Evaluations on Student Behavior. Paper presented at Transformations: Teaching, Leading, and Research in Challenging Times conference. LSUS, April 2006
- Menon, S.T. & Kotze, E. (2005). Exploring Gender and Racial Integration in the South African Military by Measuring Psychological Empowerment. Academy of Management annual meeting, Honolulu, HI.
- Menon, S. T. & Shellenberger, T. (2004). Beyond Structure: Toward a Zero Bureaucracy Organization, 2004 Organization Design Conference, Chicago, IL, April 14-16, 2004.
- Menon, S. T. (2001). Transformational Leadership and Moral Empowerment. Bass Festschrift Conference, SUNY Binghamton, June 2001.
- Diplock, P.C. & Menon, S.T. (2001). Determining what they're good at: Collaborating with students to transform competency assessment into assessment competency. 28th Annual Organizational Behavior Teaching Conference, Harrisonburg, VA, June 2001.
- Diplock, P.C., Menon, S. T. , Ensby, M., & Throop, G. (2000) . Determining what they're good at: The benefits of developing an in-house MBA student competency development and assessment program. 27th Annual Organizational Behavior Teaching Conference, Carrollton, GA, June 2000.
- Conger, J.A., Kanungo, R.N., & Menon, S.T. (1998). Charismatic Leadership and Follower Outcome Effects. Symposium on Charismatic and Transformational Leadership, Academy of Management annual meeting, San Diego.
- Kanungo, R.N. & Menon, S.T. (1995). Managerial resourcefulness: A critical component in the leadership role and implications for training. Symposium on New Developments in Leadership Training, Academy of Management annual meeting, Vancouver.

Media Columns

Menon, S. T. (2014, March 30). Should you have your resume verified? The Times, p. 2D.

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External Grants

1. Board of Elementary and Secondary Education, Louisiana – (\$18,000 for 3 years)
Louisiana School Turnaround Specialist – Training program for principals/leaders of underperforming schools (Fall 2009) [With L. Garrison, R. Ray, & J. Bergeron]
2. Louisiana Endowment for the Humanities - \$38, 000
Lincoln, Gandhi and King: Humanitarian Agents of Change – Teacher Institutes for Advanced Study (June 2009) [with W. Pederson]
3. Herkimer-Fulton-Hamilton-Ostego Board of Cooperative Educational Services, NY - \$13,000
Leadership Assessment /Simulation Program (June 2001) [with P. Diplock]
4. Madison Oneida Board of Cooperative Educational Services, NY - \$33,000
Effective Schools: Principals Leadership Assessment Center (June 2000)
[with M. Ensby, P. Diplock, G. Throop, & B. Karis]

Research Impact [Citation Count as of 6/7/22 – Total 3,593]

Conger, Kanungo, & Menon (2000) – 1316
Menon (2001) – 1041
Conger, Kanungo, Menon, & Mathur (1997) – 335
Menon (1999) – 306
Menon (1995) - 104
Menon (2002) – 104
Menon (2012) - 103
Menon & Hartmann(2002) – 70
Kanungo & Menon (2005) – 47
Kanungo & Menon (2004) – 28
Kotze, Menon, & Vos (2007) – 26
Menon & Kotze (2007) – 25
Arciniega & Menon (2013) – 23
Menon & Pethe (2002) - 13
Menon & Borg (1995) – 12
Menon (2004) – 12
Lee & Menon (1998) – 9
Menon (2016) – 7
Menon (1994) - 5
Menon & Kanungo (2000) – 2
Menon (2019) – 2
Marques et al (2019) – 2
Menon (1994) - 1
Menon (2011, Online) – 4,314 views

REFERENCES

Dr. John S. Vassar
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University of Mary Hardin-Baylor

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