

**Robert D. Costigan**  
**Emeritus Professor of Management**

**Address**

St. John Fisher College School of Business  
St. John Fisher College  
3690 East Avenue  
Rochester, New York 14618

Phone: (585) 645.3568  
Fax: (585) 385.8094  
Email: rcostigan@sjfc.edu

**Education**

**University of Missouri – St. Louis**, Ph.D., 1990; M.A. 1986.  
Industrial-Organizational Psychology

**Washington University – St. Louis**, M.B.A.

**University of Santa Clara**, B.S.  
Major: Finance

**Fields of Specialization**

Performance Appraisal; Recruitment; International Human Resource Management;  
Organizational and Interpersonal Trust, Oral Communication, Listening, Persuasion,  
Career Development.

Dissertation Title: Underlying Cause of Increased Rating Accuracy in Memory-Based  
Behavior Ratings: Prototypicality vs. Holistic-Processing

**Experience**

St. John Fisher College, Rochester, NY – Professor (1990-2018), Dept Chair (2007-10)  
Taught online Human Resource Management courses in the graduate and undergraduate  
programs and an oral-communications course in the MBA program – the title of this  
course is Pillars of Oral Communication. Taught on-campus courses in the areas of  
Critical Communication Skills in Management, Organizational Behavior, Staffing Human  
Resources, Rewarding and Maintaining Human Resources, and Introduction to Human  
Resource Management. Previously taught specialty courses titled Personnel Selection,  
Special Topics Seminar in HR, Total Quality: Experiencing Teams, and Principles of  
Management.

Price Waterhouse, Rochester, NY – Consultant (1995-June)  
Implemented the upward performance appraisal system. Administered forms to 25  
subordinates, analyzed data, and provided performance feedback to 10 managers.

General American Life Insurance Company – Consultant (1989-1990)

Conducted a thorough job analysis for an office manager position. Developed a hiring kit including a weighted application, computer literacy test, performance tests, structured interview for this position.

University of Missouri, St. Louis, MO – Instructor (1984-1989)

Taught Personnel Management and Organizational Behavior courses. Worked as a research assistant analyzing data and assisting with experiments in performance appraisal.

A.G. Edwards & Sons, Inc. – Consultant (1986-1988)

Conducted a thorough job analysis for the broker position. Developed a realistic job preview for recruitment of new brokers, currently used by A.G. Edwards' 300 branch offices. Developed validation plan for their test battery, application blank, and newly developed sales questionnaire.

Alaska Pacific University – Asst. Professor of Business, Administrator (1979-1983)

Responsible for teaching business courses including Management and Introduction to Business. Provided management training to Alaska native corporation. In 1982 and 1983, responsible for managing support areas of the university including food service, conferences, housing, and bookstore. From 1979 to 1982, responsible for Alaska native recruitment and admissions.

Dominican Order – Novice in the Western Dominican Province (1978-1979)

Municipality of Anchorage - Community School Coordinator (1977-1978)

Directed Elmendorf Air Force Base's community education program providing educational and recreational courses. Responsible for supervising large staff, organizing and marketing the courses.

Cook Inlet Native Association - Director of Youth Program (1976-1977)

Directed Youth Program consisting of personal and career counseling, tutorial services, recreational activities, and a city-wide transportation system for Anchorage native youth. Responsible for supervising staff and controlling a \$750,000 budget. Member of State of Alaska Youth Task Force.

Alaska Methodist University – Asst. Professor of Business, Administrator (1974-1976)

Taught business courses including Introduction to Business, Management, and Finance. Provided management training to the State of Alaska's Social Services Division. From 1975 to 1976, responsible for on-campus student life including counseling, activities, and student government.

St. Mary's High School – Teacher (1972-1974)

Taught high school business courses. Taught college Accounting and Alaska Native Claims course through the University of Alaska. Provided business assistance to small businessmen.

## **Awards & Honors**

Honored as an Outstanding Teacher-Scholar at St. John Fisher College, awarded Dean's Citation Award (1995-1996)

Paper titled “A three-country study of the effects of trust on workplace behavior” was nominated for the Carolyn Dexter Outstanding Paper Award at the Eastern Academy of Management – International Conference, held June 20-24, 1999, in Prague, Czech Republic.

Given the Vanderbilt Award for providing outstanding support to the Teddi Dance Committee at St. John Fisher College in 2007. Given Advisor of the Year Award by St. John Fisher College's Student Government Association 2005-2006 for contributions to the Teddi Dance.

Awarded the Fr. Dorsey Award (2007-2008) at St. John Fisher College – honor is given to the faculty most dedicated to the student life experience both in and out of the classroom, and for commitment to challenging and supporting students as they strive to grow as individuals.

Presented the Outstanding Paper Award (Award for Excellence from the Emerald Literati Network) for the best scholarly article published in the *International Journal of Commerce and Management* in 2011. This paper is titled “A cross-cultural study of coworker trust.”

Awarded [with Kyle Brink] the 2013 *Global Forum Best Paper* from the Management Education & Development Division of the Academy of Management. The award is sponsored by the University of Manchester, Manchester Business School for the paper that best creates the opportunity to address global issues of significance to management education and/or development. The paper is titled “Undergrad business program learning goals: Differentiation, common aspirations, or cursory cloning?”

Awarded [with Kyle Brink] the 2019 *MED Best Paper in Graduate Management Education* at the Academy of Management conference. This award is sponsored by the Graduate Management Admission Council (GMAC) for the most significant contribution to graduate management education. The paper is titled “Jujutsu persuasion: Coopting with values.”

## Publications

Costigan, R. D., & Brink, K. E. (2021). Persuading with a collocutor's values. *Business Education Innovation Journal*, 13, 86-93.

Gurbuz, S., Costigan, R. D., & Teke, K. (2021). Does being positive work in a Mediterranean collectivist culture? Relationship of core self-evaluations to job satisfaction, life satisfaction, and commitment. *Current Psychology*, 40, 226-241.

- Costigan, R. D., & Brink, K. E. (2019). Developing listening and oral expression skills: Pillars of influential oral communication. *Journal of Management Education, 44*, 129-164.
- Brink, K. E., Palmer, T., & Costigan, R. D. (2018). Business school learning goals: Alignment with evidence-based models and accreditation standards. *Journal of Management & Organization, 24*, 474-491.
- Costigan, R. D., Gurbuz, S., & Sigri, U. (2018). Schein's career anchors: Testing factorial validity, invariance across countries, and relationship with core self-evaluations. *Journal of Career Development, 45*, 199-214.
- Costigan, R. D., & Brink, K.E. (2015). On the prevalence of linear versus nonlinear thinking in undergraduate business education: A lot of rhetoric, not enough evidence. *Journal of Management & Organization, 21*, 535-547.
- Costigan, R. D., & Brink, K. E. (2015). Another perspective on MBA program alignment: An investigation of learning goals. *Academy of Management Learning & Education, 14*, 260-276.
- Brink, K. E., & Costigan, R. D. (2015). Oral communication skills: Are the priorities of the workplace and AACSB-accredited business programs aligned? *Academy of Management Learning & Education, 14*, 205-221.
- Brink, K. E., Palmer, T., & Costigan, R. D. (2014). Learning goals of AACSB-accredited undergraduate business programs: Predictors of conformity versus differentiation. *Journal of Education for Business, 89*, 425-432.
- Costigan, R. D., Insinga, R. C., Berman, J. J., Kranas, G., & Kureshov, V. A. (2013). The significance of direct-leader and co-worker trust on turnover intentions: A cross-cultural study. *Journal of Trust Research, 3*, 98-124.
- Costigan, R. D., Insinga, R. C., Berman, J. J., Kranas, G., & Kureshov, V. A. (2012). A four-country study of the relationship of affect-based trust to turnover intentions. *Journal of Applied Social Psychology, 42*, 1123-1142.
- Costigan, R. D., Insinga, R. C., Berman, J. J., Kranas, G., & Kureshov, V. A. (2011). A cross-cultural study of coworker trust. *International Journal of Commerce and Management, 21*, 103-121.
- Costigan, R. D., Insinga, R. C., Berman, J. J., Kranas, G., & Kureshov, V. A. (2011). Revisiting the relationship of supervisor trust and CEO trust to turnover intentions. *Journal of World Business, 46*, 74-83.

Costigan, R. D., & Donahue, L. (2009). Developing the great eight competencies with leaderless group discussion. *Journal of Management Education*, 33, 596-616.

Costigan, R. D., Insinga, R. C., Berman, J. J., Ilter, S. S., Kranas, G., & Kureshov, V. A. (2006). The effect of employee trust of the supervisor on enterprising behavior: A cross-cultural comparison. *Journal of Business and Psychology*, 21, 273-291.

Costigan, R. D., Insinga, R. C., Berman, J. J., Ilter, S. S., Kranas, G., & Kureshov, V. A. (2006). A cross-cultural study of supervisory trust. *International Journal of Manpower*, 27, 764-787.

Costigan, R. D., Insinga, R. C., Kranas, G., Ilter, S. S., Kureshov, V. A., & Berman, J. J. (2005). A study of Russian, Polish, and U.S. self- and peer raters: Moderators of rating agreement. *International Journal of Commerce and Management*, 15, 205-220.

Costigan, R. D., Insinga, R. C., Berman, J. J., Ilter, S. S., Kranas, G., & Kureshov, V. A. (2005). An Examination of the relationship of a Western performance-management process to key workplace behaviors in transition economies. *Canadian Journal of Administrative Sciences*, 22, 255-267.

Costigan, R. D., Insinga, R. C., Kranas, G., Ilter, S. S., Berman, J. J., & Kureshov, V. A. (2005). Self-ratings of workplace behavior: Contrasting Russia and Poland with the United States. *International Journal of Management*, 22, 341-350.

Costigan, R. D., Insinga, R. C., Kranas, G., Kureshov, V. A., & Ilter, S. S. (2004). Predictors of employee trust of their CEO: A three-country study. *Journal of Managerial Issues*, Vol. XVI, 197-216.

Costigan, R. D., Berman, J. J., & Ilter, S. S. (1999). Behavioral implications for employee trust of co-workers. *Journal of Contemporary Business Issues*, 7, 26-36.

Costigan, R. D., Ilter, S. S., & Berman, J. J. (1998). A multi-dimensional study of trust in organizations. *Journal of Managerial Issues*, Vol. X, 303-317.

Costigan, R. D. (1998). A short-term longitudinal study of the effects of rating delays on differential accuracy. *Journal of Management Systems*, 10, 39-51.

Costigan, R. D. (1997). The interview as an RJP medium: Shooting oneself in the foot? *Journal of Employment Counseling*, 34, 20-28.

Costigan, R. D. (1996). Effects of information-processing on post-RJP job perceptions. *Journal of Social Behavior and Personality*, 11, 51-61.

Costigan, R. D. (1995). Influence of context effects bias on varied rating measures. *Journal of Management Systems*, 7, 43-51.

Costigan, R. D. (1995). Adaptation of traditional human resources processes for total quality environments. *Quality Management Journal*, Spring, 7-23.

Nord, W. R., & Costigan, R. D. (1973). Worker adjustment to the four-day week: A longitudinal study. *Journal of Applied Psychology*, 58, 60-66. This article was also published in E. Fleishman & A. Bass (Eds.), "Studies in Personnel and Industrial Psychology" (pp. 472-482). Homewood, IL: The Dorsey Press.

\*All of the above represent refereed journals

## Papers & Presentations

Costigan, R. D., & Brink, K. E. Jujutsu persuasion: Coopting with values. Meeting of the Academy of Management Conference in Boston, Massachusetts, August 9-13, 2019.

Costigan, R. D., & Brink, K. E. Developing listening and oral expression skills: Pillars of influential oral communication. Meeting of the Academy of Management Conference in Boston, Massachusetts, August 9-13, 2019.

Costigan, R. D., & Brink, K. E. Another perspective on the misalignment between MBA curricula requirements and managerial competency importance: Are learning goals to blame? Meeting of the Academy of Management Conference in Philadelphia, Pennsylvania, August 2-5, 2014.

Costigan, R. D., & Brink, K. E. On the prevalence of linear versus non-linear thinking in undergraduate business education: A lot of rhetoric, not enough evidence. Meeting of the Business Research Consortium of Western New York (Nazareth College in Rochester, NY), April 12, 2014.

Brink, K. E., & Costigan, R. D. Undergrad business program learning goals: Differentiation, common aspirations, or cursory cloning? Meeting of the Academy of Management Conference in Lake Buena Vista (Orlando), Florida, August 9-13, 2013.

Costigan, R. D., & Shady, R. Individual-difference predictors of behavior in teams. Meeting of the Business Research Consortium of Western New York (Canisius College in Buffalo, NY), April 13, 2013.

Costigan, R. D., & Insinga, R. The significance of supervisor and coworker trust on turnover intentions: A cross-cultural study. Meeting of the Academy of Management Conference in Boston, August 6-7, 2012.

Brink, K., & Costigan, R. D. Oral-communication skills in business education: Is it time for alignment? Meeting of the Academy of Management Conference in Boston, August 6-7, 2012.

Costigan, R. D., & Brink, K. Taking another look at Kilpatrick et al. (2008): Scrutinizing business school learning goals. Meeting of the Academy of Management Conference in Boston, August 6-7, 2012.

Costigan, R. D., & Shady, R. The relationship of core self-evaluation to Schein's career anchors. Meeting of the Business Research Consortium of Western New York (SUNY-Oswego), April 21, 2012

Costigan, R. D., & Insinga, R. C. Supervisor trust or coworker trust: Which has the strongest association with turnover intentions? Meeting of the Business Research Consortium of Western New York (SUNY-Geneseo), April 17, 2010.

Costigan, R. D., & Insinga, R. C. A test of the relationship of employee trust to turnover intentions. Meeting of the Academy of Management Conference in Chicago, August 8-11, 2009.

Costigan, R. D. A noticeable absence of rational-persuasion skill development: Case study. Meeting of the Business Research Consortium of Western New York (St. John Fisher College), April 25, 2009.

Costigan, R. D., & Donahue, L. Living the learning goals of the business school. Meeting of the Business Research Consortium of Western New York (St. John Fisher College), April 25, 2009.

Costigan, R. D., & Insinga, R. C. A Three-country study of supervisor trust and turnover intentions. Meeting of the Society for Industrial and Organizational Psychology in San Francisco, CA, April 10-12, 2008.

Costigan, R. D., Insinga, R. C., & Berman, J. J. A Four-country study of the relationship of affect-based trust to turnover intentions. Meeting of the Business Research Consortium of Western New York (Niagara University), April 5, 2008.

Costigan, R. D., Insinga, R. C., & Berman, J. J. A test of the relationship of employee trust to turnover intentions under various cultural conditions. Meeting of the Business Research Consortium of Western New York (Niagara University), April 5, 2008.

Insinga, R. C., Costigan, R. D., Berman, J. J., Ilter, S. S., Kranas, G., & Kureshov, V. A. A four-country study of coworker trust. Meeting of the Academy of Management Conference in Philadelphia, August 3-8, 2007.

Costigan, R. D., & Donahue, L. Developing the Great Eight competencies with leaderless group discussion. Meeting of the Business Research Consortium of Western New York (St. Bonaventure University), April 21, 2007.

Insinga, R. C., Costigan, R. D., Berman, J. J., Ilter, S. S., Kranas, G., & Kureshov, V. A. The role of predisposition in trust relationships: A cross-cultural examination. Meeting of the Business Research Consortium of Western New York (St. Bonaventure University), April 21, 2007.

Costigan, R. D., Insinga, R. C., Berman, J. J., Ilter, S. S., Kranas, G., & Kureshov, V. A. The effect of employee trust of the supervisor on enterprising behavior: A cross-cultural comparison. Meeting of the Business Research Consortium of Western New York (Canisius College), April 29, 2006.

Costigan, R. D., Insinga, R. C., Berman, J. J., Ilter, S. S., Kranas, G., & Kureshov, V. A. A cross-cultural study of supervisory trust. Meeting of the Business Research Consortium of Western New York (Canisius College), April 29, 2006.

Ilter, S. S., Insinga, R. C., Costigan, R. D., Berman, J. J., Kureshov, V. A. & Kranas, G. Enterprising behavior: The influence of national culture. Meeting of the Business Research Consortium of Western New York (Canisius College), April 29, 2006.

Costigan, R. D., Insinga, R. C., Kranas, G., Ilter, S. S., Kureshov, V. A., & Berman, J. J. A study of Russian, Polish, and U.S. self- and peer raters: Moderators of rating agreement. Meeting of the Academy of International Business – Southwestern Chapter in Dallas, Texas, March 4, 2005.

Costigan, R. D., Insinga, R. C., Kranas, G., Ilter, S. S., Kureshov, V. A., & Berman, J. J. An extension of Huff and Kelley: Levels of trust in Russian, Polish, and U.S. organizations. Meeting of the Academy of International Business – Southwestern Chapter in Dallas, Texas, March 4, 2005.

Costigan, R. D., Insinga, R. C., Kranas, G., Ilter, S. S., Berman, J. J., & Kureshov, V. A. Self-ratings of workplace behavior: Contrasting Russia and Poland with the U.S. Meeting of the Academy of International Business in Stockholm, Sweden, July 11th, 2004.

Insinga, R. C., Costigan, R. D., Selim, S., Kranas, G., & Kureshov, V. A. Effects of predisposition, reciprocity, and national culture on affect-based trust. Meeting of the Academy of Management Conference in Seattle, WA, August 4-6, 2003.

Costigan, R. D., Insinga, R. C., Kranas, G., Kureshov, V. A., & Ilter, S. S. Effects of HR practices on employee trustworthiness, motivation, and turnover intentions in transition economies: Contrasting Poland and Russia with the U.S. Meeting of the Eastern Academy of

Management – International Conference in Porto, Portugal, June 20-24, 2003.

Ilter, S. S., & Costigan, R. D. Do raters differ on subjective assessment of work behaviors? A two-country comparison: Turkey versus United States. Meeting of the Global Awareness Society International Conference in Washington, DC, May 22-25, 2003.

Costigan, R. D., Insinga, R. C., Kranas, G., Kureshov, V. A., & Ilter, S. S. Predictors of CEO trust: A three-country study. Meeting of the Society of Advancement of Management (SAM) Conference in Orlando, FL, April 10-13, 2003.

Costigan, R. D., Unfinished business: A key test of key performance appraisal variables. Meeting of the Southwest Academy of Management, in St. Louis, MO, March 8, 2002.

Costigan, R. D., Ilter, S., Kranas, G., & Berman, J. Self-ratings of performance: A three-country study. Meeting of the Society for Industrial and Organizational Psychology in New Orleans, LA, April 14-16, 2000.

Costigan, R. D., Ilter, S., & Berman, J. A three-country study of the effects of trust on work place behavior. Meeting of the Eastern Academy of Management International in Prague, Czech Republic, June, 1999.

Costigan, R. D. Control of employee performance: A global perspective. Meeting of the Global Awareness Society International in San Francisco, CA, May, 1996.

Costigan, R. D. Influence of context effects bias on varied rating measures. Meeting of the Association of Management in Vancouver, BC, Canada, August, 1995.

Costigan, R. D. Effects of increased time delays on accuracy of performance ratings. Meeting of the Association of Management in Dallas, TX, August, 1994.

Costigan, R. D. Effects of information processing on post-RJP job perceptions. Meeting of the Association of Management Conference in Dallas, TX, August, 1994.

Costigan, R. D. Adaptation of HR processes to total quality environments. Meeting of the Global Awareness Society International in Chicago, IL, June, 1994.

Costigan, R. D. The interview as an RJP medium: Shooting oneself in the foot? Meeting of the Eastern Academy of Management in Albany, NY, May, 1994.

Costigan, R. D. Extension of the behavioral anchor bias to less important behavioral anchors. Meeting of the International Academy of Business Disciplines in Pittsburgh, PA, April, 1994.

Costigan, R. D., & Dossett, D. L. Underlying causes of rating accuracy in memory-based

behavior ratings: Prototypicality vs. holistic processing. Meeting of the International Academy of Management in Detroit, MI, April, 1991.

Dossett, D. L., & Costigan, R. D. Illusory halo and accuracy in performance ratings. Meeting of the Society for Industrial and Organizational Psychology in Atlanta, GA, April, 1987.

## **Memberships**

Academy of Management

American Psychological Association

Society for Industrial Organizational Psychology (SIOP)

Society for Human Resource Management (SHRM) (2009-2015)

Board of Directors, Business Research Consortium of Western New York (2006-2010)