

Frank J. Krzystofiak

Address: 271 Jacobs Management Center
State University of New York
Buffalo, New York 14260
(716) 645 - 3230

15 Deerwood Lane
Grand Island, New York
(716) 773 - 3405

Education: **Ph.D.** 1978, University of Minnesota
Major: Industrial Relations.
Supporting Program: Psychology, Research Methodology

MAIR 1974 University of Minnesota, Minneapolis

BSBA 1971 University of Minnesota, Minneapolis, With High Distinction

Experience:**State University of New York at Buffalo**

Associate Dean for Executive Education (2004 to 2017)

Associate Professor (1982 to present)
Department of Organization and Human Resources
School of Management

Assistant Professor (1977 to 1982)
Department of Organization and Human Resources

University of Chicago

Visiting Associate Professor (Winter 2009)
Visiting Associate Professor of Econometrics and Statistics
Booth School of Business

Teaching Committees:

Ph.D. Committee Member: W. Busse (1982)
Ph.D. Committee Member: G. Kasper (1983)
Ph.D. Committee Member: A. Yousry (1986)
Ph.D. Committee Member: T. Keefe (1988)
Ph.D. Committee Chair: J. Brakefield (1989)
Ph.D. Committee Member: W. Lee (1990)
Ph.D. Committee Member: K. Kim (1991)
Ph.D. Committee Member: B. Lynch (1992)
Ph.D. Committee Member: B. D'Netto (1993)
Ph.D. Committee Member: M. Lillis (1994), T. Keller (1994)
Ph.D. Committee Member: M. Waite (1998), T. Stenhouse (1998)
Ph.D. Committee Member (Education): K. Winter (2001)
Ph.D. Committee Member (Engineering): T. K. See (2005)
Ph.D. Committee Member: K. Choi (2008)
Ph.D. Committee Member (Nursing): L. Ball (2008 - 2009)

Teaching Awards:

Organization and Human Resources -- Outstanding Professor (1986),
Best Communicator (1996): Graduate Management Association GMA
Most Organized Presenter (1997): GMA
Most Original Professor (2000): GMA
Favorite Professor (2002): GMA
Favorite Professor (2003): GMA
Overall best Professor (2004): GMA
Most Involved Professor (2005 & 2006): GMA
Overall best Professor (2007): GMA
Professor of the Year (2008): GMA
Most Outstanding Professor (2009): GMA
Most Interesting Course (2010): GMA
Favorite Professor & Most Interesting Course (2011): GMA
Professor of the Year (2012): GMA
Best Overall Professor (2013): GMA
Best Overall Professor & Teaches the Class you Look Forward to Most (2014): GMA
Best Professor (2015): GMA
Professor of the Year (2016): GMA
Best Professor (2017): GMA
Recognized Professor (2018): GMA
Received SUNY **Chancellor's Award for Excellence in Teaching** award (1988)
Received SUNY SOM **Outstanding Contributions to Teaching** Award (1995)
Recognized as Jacobs Master Teaching Professor 2001-2002
Dean's Teaching Fellowship, UB School of Management (2009)

Courses Taught (Graduate & Undergraduate):**University of Minnesota**

IR - 001a	Elements of Supervision
IR - 3001	Systems of Industrial Relations
IR - 3012	Personnel Management
IR - 8002	Labor Markets and the Management of Human Resources.

University at Buffalo

MGB - 620E	Managing Relationships
MGG - 493	Data Modeling (Undergraduate)
MGG - 633	Modeling Managerial Processes
MGG - 619	Emotional Intelligence mini-course
MGG - 618	Introduction to Spreadsheet Modeling for PMBA's
MGI - 301	Contemporary Industrial Relations Issues
MGI - 426 / 635	Employment Discrimination and Affirmative Action Planning
MGI - 601	Human Resources Management
MGI - 631	Staffing, Training and Development
MGQ - 603E	Computers & Management Science
MGQ - 606	Probability and Statistics
MGQ - 608 /9	Statistical Analyses & Analysis for Managers

University of Chicago

41800 - 88 (XP) Business Statistics

Course Development:

MGB – 620E	Managing Relationships
MGG – 633	Modeling Managerial Processes
MGG – 433	Data Modeling
MGG – 619	Emotional Intelligence mini-course
MGG – 618	Introduction to Spreadsheet Modeling for PMBA's
MGI – 426/635	Employment Discrimination and Affirmative Action Planning
MGI – 631	Staffing, Training and Development
MGQ – 603E	Computers & Management Science
MGQ – 606	Probability and Statistics for Management
MGQ – 608	Statistical Analyses for Managers
MGQ – 609	Analytics for Managers

Grants:

Grant from the Research Foundation of the State University of New York for \$2,750 to study, *The Relationship between Empirically Derived and Content Valid Career Paths* (with J. Newman).

Grant from the Employment and Training Administration of the Department of Labor for \$21,754 to study, *Personal Discrimination, Work Attitudes and Labor Market Outcomes* (with B. Becker).

Publications:

- 2007 Lillis, M.P., Krzystofiak, F.J. (2007), "Emotional intelligence diversity, and group performance: the effect of team composition on executive education program outcomes", *Journal of Executive Education*, Vol. 6 No.1, pp.41-54.
- Michael Lillis, Frank Krzystofiak and Jerry Newman, "Doing more harm than good: Unraveling the Mystery of Frustration Effects." *Journal of the American Academy of Business*, Mar 2007. Vol. 11, Iss. 1; p. 154-161
- 1998 Jerry Newman and Frank Krzystofiak, Value Chain Compensation. *Compensation & Benefits Review*
- 1997 Krefting, Linda A., Kirby, Susan L., & Krzystofiak, Frank J., 1997. Managing diversity as a proxy for requisite variety: Risks in identity-conscious inclusion and pressures to conform. *Journal of Management Inquiry*, 6, 376-389.
- 1996 Brian Lynch, Robert Cervany, Lawrence Sanders, Frank Krzystofiak and Fred Dansereau, "Modeling Information Technology Impacts in Clerical Work Environments," *Journal of International Information Management* 5,1 (1996), pp. 87 - 103.
- 1994 Melissa Waite, Jerry Newman, and Frank J. Krzystofiak, "Associations among performance appraisal, compensation and total quality programs," *Psychological Reports*, 75 (1994), pp. 524-526.
- 1993 Jerry Newman and Frank Krzystofiak "Causal Determinants of Employee Attitude After Acquisition: A Longitudinal Analysis," *Group and Organization Management* 18,4 (1993), pp. 390 - 410.
- 1991 Robert Cardy and Frank Krzystofiak. "Interfacing High Technology Operation with Blue Collar Workers: Selection and Appraisal in a Computerized Manufacturing Setting." *High Technology Management Research*. 2 (1991), pp. 193 - 210.

- 1989 Raymond G. Hunt, Frank J. Krzystofiak, James R. Meindl, and Abdalla M. Yousry. "Effects of Cognitive Style on Decision Making." *Organizational Behavior and Human Decision Processes*. **44** (1989), pp. 436 - 453.
- 1988 Frank Krzystofiak, Robert Cardy and Jerry Newman. "Implicit Personality and Performance Appraisal: The Influences of Ratee Behavior and Rater Cognitive Processing on Performance Evaluations." *Journal of Applied Psychology*. **73** (1988), pp 515 - 521.
- 1987 Linda A. Krefting, Jerry M. Newman, and Frank Krzystofiak. "What is a Meaningful Pay Increase," in Luis Gomez-Mejia and David Balkin (eds), *Compensation: An Applied Approach*. Prentice-Hall, Englewood Cliffs, NJ, (1987).
- 1986 Jerry Newman, Frank Krzystofiak and Robert Cardy. "The Role of Job Behavior in the Formation of Appraisal Ratings." *Basic and Applied Social Psychology*, 7 (December 1986), pp 277-293.
- 1982 F. Krzystofiak. "Estimating Employment Discrimination Liability with a Deterministic Simulation." *Decision Sciences*, 13 #3 (July 1982), pp. 485-500.
- B. Becker and F. Krzystofiak. "The Influence of Labor Market Discrimination on Locus of Control." *Journal of Vocational Behavior*, 21 (1982), pp. 60-70.
- F. Krzystofiak and J. Newman. "An Empirical Evaluation of a Fair Employment Standard." *Psychological Reports*, 50 (1982), pp. 1079-1084.
- F. Krzystofiak, J. Newman, and L. Krefting. "Pay Meaning, Satisfaction and Size of a Meaningful Pay Increase." *Psychological Reports*, 51 (1982), pp. 660-662.
- F. Krzystofiak and J. Newman. "Evaluating Employment Outcomes: Availability Models and Measures." *Industrial Relations*, 21 Fall (1982), pp. 277-292.
- Reprinted in: R. Schuler and S. Youngblood (eds.), *Personnel and Human Resource Management*, West Publishing: 1984.
- 1981 F. Krzystofiak and G.T. Milkovich. "Measurement of Social Change: Monitoring the Effects of Equal Employment and Affirmative Action Policies." *International Journal of Policy Analysis and Information Systems*, 5 (1981), pp. 3-19.
- 1980 F. Krzystofiak and J. Newman. "Revisiting Equal Employment Opportunity in the Federal Government: The Case of the EEOC." *Public Personnel Management Journal*, 9 (1980), pp. 312-317.
- G.T. Milkovich and F. Krzystofiak. "Equal Employment Opportunity Issues: A Perspective." *Management of Human Resources*, eds. E. Miller, E. Burack, and M. Albrecht. Englewood Cliffs, NJ, Prentice-Hall, Inc., (1980), pp. 190-211.
- 1979 F. Krzystofiak, J. Newman and G. Anderson. "A Quantified Approach to Measurement of Job Content: Procedures and Payoffs." *Personnel Psychology*, 32 (1979), pp. 341-357.
- F. Krzystofiak and J. Newman. "Equal Employment Opportunities: Some Challenges of the 1980's." Presented at and published in, *The Industrial Relations Conference*, University of Minnesota, March (1979), pp. 97-110.
- J. Newman and F. Krzystofiak. "Self-Report vs. Unobtrusive Measures: Balancing Method Variance and Ethical Concerns in Employment Discrimination Research." *Journal of Applied Psychology*, 64 (1979), pp. 82-85.
- J. Newman and F. Krzystofiak. "Toward Internal Availability: Intra-Organizational Roadmaps." *Human Resource Planning*, 2 (1979), pp. 25-35.

Reprinted in: Eds. G.T. Milkovich and L. Dyer. *Affirmative Action Planning*, Human Resource Planning Society. New York, NY, 1979.

G.T. Milkovich and F. Krzystofiak. "On the Road to Equal Employment Opportunity." In *Personnel: A Book of Readings*, ed. W.F. Glueck. Dallas, TX. Business Publications, Inc. (1979), pp. 358-374.

G.T. Milkovich and F. Krzystofiak. "Simulation and Affirmative Action Planning." *Human Resource Planning*, 2 (1979), pp. 71-80.

Reprinted in: Eds. G.T. Milkovich and L. Dyer. *Affirmative Action Planning*, Human Resource Planning Society, New York, NY, 1979.

1978 J. Newman and F. Krzystofiak. "A Strategy for Filling Unexpected High-Level Job Vacancies." *Human Resource Planning*, 1 (1978), pp. 151-160.

Proceedings:

1991 Michael Lillis, Frank Krzystofiak and Jerry Newman. "No Parking, Stopping, or Standing: Fairness Evaluations in Parking Allocations." *1991 Proceedings Council on Employee Rights and Responsibilities*. (1991), pp. xx - xx.

1990 Robert Cardy and Frank Krzystofiak. "Computerized Foundry Operation in a Blue Collar Setting: Selection and Appraisal of Blue Collar Workers." *1990 Proceedings International Conference on Managing the High Technology Firm*. (1990), pp. 252 - 256.

1987 Frank Krzystofiak and Robert L. Cardy. "Innocent Until Proven Guilty: The Underlying Cause of the Differential Accuracy Phenomenon?" *Academy of Management Proceedings Best Paper Proceedings* (1987).

1986 Robert Cardy and Frank Krzystofiak. "Correct Behavior Rated More Accurately than Incorrect?: A Reconsideration of the Differential Accuracy Phenomenon." *Academy of Management Best Paper Proceedings August* (1986) pp. 245-249.

1982 F. Krzystofiak, J. Newman and L. Krefting. "Determine the Size of a Meaningful Pay Increase." *The Midwest Academy of Management* (1982), pp. 191-199.

1980 F. Krzystofiak and J. Newman. "An Analysis of EEO Compliance: Selected Conceptual and Empirical Problems." Presented at and published in, *The Eastern Academy of Management*, May (1980), pp. 43-48.

1978 F. Krzystofiak and J. Newman. "What is Discrimination? An Evaluation Based on the Word of God (i.e., OFCCP, EEOC)." Presented at and published in, *The National Academy of Management*, August (1978), pp. 221-224).

Presentations:

2004 Frank Krzystofiak and Courtney Walsh, "Emotional Intelligence As an integrating mechanism in An EMBA curriculum", Executive MBA Conference (2004).

2003 Mike P. Lillis, Frank Krzystofiak, and Jerry Newman, "When Procedural Enhancements Backfire: A Context for Understanding Frustration Effects", Society for the Advancement of Management International Business Conference (2003).

1995 Melissa Waite, Susan Stites-Doe, and Frank Krzystofiak, "Disconnecting performance from assessment and rewards", *National Academy of Management* (1995).

1992 Frank J. Krzystofiak, Jerry M. Newman and Michael Lillis. "A Cross-Validated Model of Justice Under Conditions of Scarcity" *National Academy of Management* (1992).

- 1991 James T. Brakefield, Frank Krzystofiak and Jerry Newman. "Commitment to Organizations: Not Just An Attitude" *Eastern Academy of Management*, (1991).
- 1988 Robert Cardy and Frank Krzystofiak. "Observation and Evaluation Accuracy: WYSIWYG?" *The 1988 Annual Conference of the Society for Industrial and Organizational Psychology*.
- 1983 J. Newman, F. Krzystofiak, and L. Krefting. "A Test of Alternative Theoretical Explanations for Variation in Meaningful Pay Increases." *National Academy of Management* (1983).
- 1982 F. Krzystofiak, J. Newman, and L. Krefting. "Determining the Size of a Meaningful Pay Increase." *Midwest Academy of Management* (1982).
- 1979 F. Krzystofiak and J. Newman. "Equal Employment Opportunities: Some Challenges of the 1980's." *The Industrial Relations Conference*, University of Minnesota, March (1979).
- 1977 J. Newman and F. Krzystofiak. "Quantified Job Analysis: A Tool for Improving Human Resource Management Decision Making." *National Academy of Management*, August (1977).
- G.T. Milkovich and F. Krzystofiak. "Human Resource Planning Models and Affirmative Action Planning." *Conference on Affirmative Action Planning*, Cornell University, (1977).

Teaching Texts:

- 2020 F. Krzystofiak. "Data Modeling: 2020-2021", www.lulu.com (2020).
- 2019 F. Krzystofiak. "Data Modeling: 2020", www.lulu.com (2019).
- F. Krzystofiak. "Notes for Statistics", www.lulu.com (2019).
- F. Krzystofiak. "Data Modeling Assignments", www.lulu.com (2019)
- 2018 F. Krzystofiak. "Data Modeling: 2019", www.lulu.com (2018).
- F. Krzystofiak. "Notes for Statistics", www.lulu.com (2018).
- F. Krzystofiak. "Data Modeling Assignments", www.lulu.com (2018)
- F. Krzystofiak. "Cases, Assignments, and Exercises", www.lulu.com (2018)
- 2017 F. Krzystofiak. "Data Modeling: 2017 – 2018", www.lulu.com (2017).
- F. Krzystofiak. "Notes for Analytics: 2017", www.lulu.com (2017).
- F. Krzystofiak & Dianna Cichocki: Data Modeling Mini: 2016 – 2017, www.lulu.com (2017)
- F. Krzystofiak. Cases, Assignments, and Exercises 2nd, www.lulu.com (2017)
- 2016 F. Krzystofiak. "Data Modeling: 2016 – 2017", www.lulu.com (2016).
- F. Krzystofiak. "Statistics Notes: 2016", www.lulu.com (2016).
- F. Krzystofiak & Dianna Cichocki: Data Modeling Mini: 2016 – 2017, www.lulu.com (2016)
- 2015 F. Krzystofiak. "Data Modeling: 2014 – 2015", www.lulu.com (2015).
- F. Krzystofiak. "Statistics Notes: 2015", www.lulu.com (2015).
- 2014 F. Krzystofiak. "Data Modeling: 2014 – 2015", www.lulu.com (2014).
- F. Krzystofiak. "Statistics Notes: 2013 – 2014", www.lulu.com (2014).
- 2013 F. Krzystofiak. "Data Modeling: 2013 – 2014", www.lulu.com (2013).
- F. Krzystofiak. "Statistics Notes: 2013 – 2014", www.lulu.com (2013).
- F. Krzystofiak. "Practice Problems: 2013 – 2014", www.lulu.com (2013).
- F. Krzystofiak. "Data Modeling - mini: 2013 – 2014", www.lulu.com (2013).

- 2012 F. Krzystofiak. "Data Modeling: 2011 – 2012", www.lulu.com (2012).
 F. Krzystofiak. "Statistics Notes: 2012 – 2013", www.lulu.com (2012).
 F. Krzystofiak. "Practice Problems: 2012 – 2013", www.lulu.com (2012).
 F. Krzystofiak. "Data Modeling - mini: 2012 – 2013", www.lulu.com (2012).
- 2011 F. Krzystofiak. "Statistics Notes: 2011 – 2012", www.lulu.com (2011).
 F. Krzystofiak. "Practice Problems 2011 Statistics & Data Analysis", www.lulu.com (2011).
- 2010 F. Krzystofiak. "Data Modeling: Summer 2010", www.lulu.com (2010).
- 2009 F. Krzystofiak. "Data Modeling: 2009", www.lulu.com (2009).
- 2008 F. Krzystofiak. "Data Modeling: 2008 - 2009", www.lulu.com (2008).
- 2007 F. Krzystofiak. "Data Modeling: 2008", www.lulu.com (2007).

Community Service:

Presented:

Executive use of Microcomputers, School of Management Key Executive Session, May 1984

The Impact of Executive Use of Microcomputers in Business, School of Management Alumni Association Board, June 1984

Microcomputer Applications for the Human Resource Function, SOHIO Human Resources Staff, October 1984

Employment at Will, American Society of Personnel Administration -- Student chapter, Spring 1986

Moderator: Affirmative Action Seminar, Minority Management Student Association -- SUNY at Buffalo. Spring 1989

Discussant: Regional IRRA, spring 1990

Member of the Board of Directors of the International Institute of Buffalo, 1995 – 2000. Member of the Finance committee 1996 – 2000, Member of the Executive committee, 1999 – 2000

Executive Education

Emotional Intelligence for Senior Management (Presented to 20 Designers at Cannon Design) June 2004 ... Buffalo Club

Emotional Intelligence for Senior Management (Presented to Top 20 at Hamister) June 2004

Advanced Spreadsheet Analysis (7 sessions Presented to 15 Senior Accountants at the University at Buffalo), January 2010 – May 2010

Advanced Spreadsheet Analysis (2 sections of 8 sessions Presented to 12 Professionals at Moog Inc.), May 2010 – August 2010

Advanced Spreadsheet Analysis (open enrollment to 20+ students), February 2013 – March 2013

Advanced Spreadsheet Analysis (open enrollment to 20+ students), February 2014 – March 2014

Advanced Spreadsheet Analysis (enrollment staff at UB 20), May 2014 – June 2014

Advanced Spreadsheet Analysis (Rich Products Managers), June 2015 – August 2015

Department Service:

Chair, Ph.D. Examination Committee: (1978 - 1981)
Waiver examination: (1982 - 1987)
Area coordinator: (1984 - 1987)
Human Resources Management Option Review Committee (1992)
Ph.D. Advisor (1992 - 1996)

School Service:

Committee on Academic Appeals (chair): (2007 – 2017)
Associate Dean Executive Education (2004 – 2017)
Academic Director EMBA/PMBA (2001 - 2017)
SOM Budget Committee (2001)
Academic Director EMBA (1997 - 2001)
Manager SOM Course Evaluations (1990 – 2014)
Acting Associate Dean (1993-1994)
TCIE Participant: Two programs involving measurement of TQM progress (1991 - 1992)
Computer Planning and Allocation Committee (Member 1985 - present)
Faculty Advisor SOM Computer Lab (1989 - 2000)
Faculty Advisor Undergraduate Management Association (1991 - 1994)
Teaching Effectiveness Committee (member 1988 - present, Chair 1991 - 1997)
 - Faculty Teaching Awards Committee (Member 1993 - 1996)
Undergraduate Program Committee: (member 1992 - 1993)
Ph. D. Program Committee: (member 1992 - 1996)
M.B.A. Committee: (member 1980 - 1990, 1996 - 2012)
 - Joint dual subcommittee (chair) - (1980 - 1981)
 - Admissions/Retention subcommittee (Member 1981 - 1983, Chair 1983 - 1990, 1996 - 2017).
 - GMAT validation ad hoc committee (chair) - (1982, 1986, 2013)
Faculty Research Awards Committee (Member 1985 - 1987)
Alumni Survey Committee: (1977 - 1983)
REAC Participant: Evaluated affirmative action obligations for local firms for the Regional Economic Assistance Center (1979 - 1982).

University Service:

Affirmative Action Planning Committee (member 1979 - 1980)
Institutional Funds Committee: (1983 - 1988)
Faculty Senate: (member 1984 - 1986) (alternate 1987-1988)
Special Talent Admissions Committee: (1987 - 1989)
University Chancellor's Award for Excellence in Teaching (1988 - 1990)
Faculty Senate Committee on Computer Services (1993 - 2001)
Faculty Senate Executive Budget Committee (2001 - 2007)
Academic Integrity Committee (2016-2017)

Professional Service:

Journal of Contemporary Business Issues: Editorial Board (1992- 1999)

Academy of Management Journal: Editorial Board (1985 - 1988)

Reviewer: National Academy of Management Personnel/Human Resources Division (1978 – 1985), OB Division (1996)

Ad hoc reviewer: Journal of Applied Psychology, Business Publications, Inc., & West Publishing

Consulting Experience:

Minnesota Systems Research, Inc. (1974 - 1975): Evaluated methodological quality of research projects financed by the Federal government

United States Civil Service Commission (1975 - 1976): Developed and implemented a job analysis system for the Minneapolis Police Department

Northern States Power (1976 - 1979): Developed a quantified system for analysis of 2000 managerial professional and technical positions

General Electric (1976 - 1977): Evaluated alternative affirmative action planning strategies.

Sears (1978): Evaluated alternative affirmative action planning strategies

United States Fidelity and Guarantee (1979 - 1981): Developed a back pay model for estimating employment discrimination liability

Affirmative Action Plans (1979 - 1982): Provided technical planning assistance for General Mills, Westwood Pharmaceutical, Carborundum, Hooker Chemical

Random House (1982 - 2000): Developed procedures to evaluate employment practices. Developed computerized Affirmative Action Planning system

Goldome (1983 - 1984, 1987): Prepared Affirmative Action Plans. Developed computerized Affirmative Action Planning system

Consolidated Packaging Machine (1985): Prepared Affirmative Action Plan

Nabisco (1985): Developed computerized Affirmative Action Planning system

United Airlines (1987-1990): Litigation Support

General Motors (1988): Conducted a Validation Study to be used for internal selection of Hot-former Operators

Occidental Petroleum (1989): Developed a Performance Appraisal Grid for Process Operating Assistants

The Center for Industrial Effectiveness (1991-1992): Prepared a feasibility study for a Human Capital Needs Assessment

The Center for Industrial Effectiveness (1992): Developed computerized Total Quality Management Assessment Questionnaire

Loomis Armored Car (1992-1993): Litigation Support

Prudential (1994-1995): Litigation Support

Chicago Partners (1995-2007): Litigation Support