

Milan Larson

University of Northern Colorado
Monfort College of Business
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Education

PhD, University of Nebraska, 2004.

Area of Study: Organizational Behavior & Human Resource Management

Dissertation/Thesis Title: POSITIVE PSYCHOLOGICAL CAPITAL: A COMPARISON WITH HUMAN AND SOCIAL CAPITAL AND AN ANALYSIS OF A TRAINING INTERVENTION

MBA, Executive Programs - University of Colorado, 1994.

Area of Study: Master's of Business Administration

BA, Concordia College, 1988.

Area of Study: Business Education

Administrative Roles

Department Chair, (2012 - 2015).

RESEARCH, SCHOLARSHIP, AND CREATIVE WORKS

Publications

Juried

Journal Article

Published

Norman, S. M., Avey, J. B., Larson, M. D., Hughes, L. H. (2019). The development of trust in virtual leader–follower relationships. *Qualitative Research in Organizations and Management*, 19.
https://www.researchgate.net/publication/334704781_The_development_of_trust_in_virtual_leader-follower_relationships

Larson, M. (2017). Faculty Tenure Process - The Elephant in the Room Preventing Business Education from Behaving Like a Business. *Western Journal of Human Resource Management*(Fall 2017).

Larson, M., Latham, J., Appleby, C., Harshman, C. (2012). CEO Attitudes and Motivations: Are They Different for High Performing Organizations. *Quality Management Journal*.

Larson, M., Norman, S., Hughes, L., Avey, J. (2012). Psychological Capital: A New Lens for Understanding Employee Fit and Attitudes. *International Journal of Leadership Studies*.

Larson, M., Fowler, K. (2009). Anticipating Crises: Top-Level Managers versus Employees. *Journal Of Business And Management*.

Larson, M., Norman, S. (2008). Utilizing Real-Life Research Projects to Build HR Skills. *Western Journal of Human Resource Management*, 30-34.
<http://www.blurb.com/bookstore/invited/388854/fd40238191366cc1f2313cdf8d1ed519>

Fowler, K. L., Kling, N. D., Larson, M. D. (2006). Organizational Preparedness for Coping with a Major Crisis or Disaster. *Business and Society*.

Larson, M., Luthans, F. (2006). Potential Added Value of Psychological Capital in Predicting Work Attitudes. *Journal of Leadership and Organizational Studies*, 13(1), 45-62.

Conference (Full Paper) Proceeding

Accepted

Fowler, K., Larson, M. (in press). *Organizational Preparedness: Who's Really Ready for a Major Crisis or Disaster*. Decision Sciences Institute.

Published

Larson, M. (2006). *Using Your Resources Wisely in Starting a New Venture: FTE's make a Bigger Impact Than PTE's..* Southern Management Association (Academia of Management Regional Conference).

Fowler, K., Kling, N., Larson, M. (2005). *Organizational Preparedness for Crisis or Disaster*. Decision Sciences Institute.

Larson, M., Luthans, F. (2005). *The Added Value of Psychological Capital*. Decision Sciences Institute.

Larson, M. (2004). *New Venture Start-up Courses and Type of Employees: Unexplored Moderators to New Ventures*. Academy of Management.

Sang, L., Sebor, T., Larson, M. (2003). *Human Capital Acquisition and Management As Antecedents For Venture Growth*. Conference on Entrepreneurship In Transitional Economies , Kiev, UK.

Larson, M. (2003). *Positive Psychology in the Virtual Team Processes*. International Positive Psychology Conference.

Larson, M. (2003). *Resiliency: A Resource For Today's Employees*. Academy of Management.

Godsey, M., Larson, M. (2003). *The Reality of Virtual Impacts: Exploration of Virtuality as a Moderator in an LMX Framework*. Academy of Management.

Larson, M. (2002). *Downsizing Decisions: Do They Lead to a More Homogeneous Workforce?*. Decision Sciences Institute.

Working Paper

Working Paper

Larson, M., Norman, S., Hughes, L., Avey, J. *Psychological Capital: A New Lens for Understanding Employee Fit and Attitudes*. International Journal of Leadership

Studies.

Norman, S., Hughes, L., Avey, J., Larson, M. *The Role of Media Savvy in Virtual Leader-Follower Relationships*. Journal of Management.

Larson, M., Godsey, M. *Virtuality as a Moderator in the LMX Framework*. Academy of Management Review.

Non-juried

Working Paper

Working Paper

Larson, M. *Psychological Contracts and the Hopeful Employee*. Journal of Business.

Larson, M., Clinebell, S. *Full-Time Employees vs. Part-Time Employees Moderators in New Venture Creation*. Journal Of Small Business Strategy.

Professional Presentations

Invited

Non-juried

Larson, M., "Generational Differences in the Workplace: Understanding the Aging Kaleidoscope?," Rocky Mountain Conference on Aging, Fort Collins, Colorado. (October 2007).

Not Invited

Juried

Daly, S. (Author & Presenter), Morse, A. (Author), oja, B. (Author), Larson, M. (Author), Iyer, V. V. (Author), College Sport Research Institute, "Perceived Servant Leadership Behavior and Employee Outcomes in NCAA Division III Athletics Departments: The Moderating Role of Trust-in-Leader and Organizational Tenure," University of South Carolina. (February 2020).

Larson, M. (Author & Presenter), Midwest Academy of Management, "Faculty Tenure Process - The Silent Hazing Taking Place in Business Education," Fargo, ND. (October 2016).

Norman, S. M., Hughes, L. W., Larson, M. D., Avey, J. B., "The Role of Media Savvy in Virtual Leader-Follower Relationships," Western Academy of Management, La Jolla, California. (2012).

Norman, S., Lalrson, M., Hughes, L., Avey, J., "Leader-Follower Congruence on Transient Positive Psychological States and its Relation to Employee Attitudes," Midwest Academy of Management, Chicago, Illinois. (2009).

Norman, S., Hughes, L., Avey, J., Larson, M., "The role of media savvy in virtual leader-follower relationships.," Midwest Academy of Management, Chicago, Illinois. (2009).

Norman, S., Larson, M., Hughes, L., "Birds of a Feather: Leader-Follower PsyCap Congruence and its Effect on Employee Attitudes," Academy of Management,

Anaheim, California. (August 2008).

Norman, S., Hughes, L., Larson, M., Avey, J., "Leader and Follower Trust in Virtual Organizations," Academy of Management, Anaheim, California. (August 2008).

Larson, M., Fowler, K., "Anticipating Crises: Top-Level Managers versus Employees," Western Decision Sciences Institute Annual Conference, San Diego, California. (March 2008).

Non-juried

Larson, M., "Keynote speaker for the BIXPO business leaders breakfast. The presentation was entitled: Employee Engagement - A Requirement for High Performance," Keynote Speaker - 2011 BIXPO Business Leaders Breakfast, Colorado. (September 2011).

Larson, M. (Discussant), "Served as a discussant for 2 papers in different conference sessions during the annual conference of the SMA.," Southern Management Association, Clear Water Beach, Florida. (2006).

Larson, M., "Presented half-day session on HR-related issues for the Non-Profit Leadership Institute's participants. Reviews from participants were extremely positive.," Non-Profit Leadership Institute (Summer), Greeley, Colorado. (July 2006).

Media Contributions

Internet

Athletic Business. (December 2017).

Research in Progress

"Group Dynamics and Challenges - Are They Really Any Different Once Students Enter Their Careers?" (On-Going).

For the past three years, I have collected data from students and employees on their experiences working in group projects. Initial findings suggest there is little to no differences between students frustrations and employee frustrations when it comes to projects. Both situations highlight the negativity of working in groups and most people wish they would have more opportunity to decline the group assignments.

"Player Turnover - What Can Youth Sports Learn From HR Turnover Knowledge?" (Planning).

This important understanding about employee turnover can be a catalyst for a similar "false pretense" that exists in the turnover issues for youth sports programs. Currently, there is a widely held belief players leave their sports teams/clubs because of playing time (or lack thereof). This research project will investigate the reasons youth move from team to team or in some cases, leave sports altogether. During the Spring 2018 semester, data will be gathered from participants who have moved from one team to another.

TEACHING

Teaching Experience

University of Northern Colorado

Courses Taught:

- BA 205, Business Communications, 1 course. 3.00 credit hours.
- BAMG 350, Management of Organizations, 9 courses. 3.00 credit hours.
- BAMG 353, Human Resources Management, 47 courses. 3.00 credit hours.
- BAMG 355, Fundamentals of Entrepreneurship, 3 courses. 3.00 credit hours.
- BAMG 357, Managing New Business Ventures, 1 course. 3.00 credit hours.
- BAMG 407, Small Business Counseling, 1 course. 3.00 credit hours.
- BAMG 422, Directed Studies, 2 courses. 2.00 credit hours.
- BAMG 451, Managing New Business Ventures, 3 courses. 3.00 credit hours.
- BAMG 453, Advanced Topics in Human Resources Management, 14 courses. 3.00 credit hours.
- BAMG 456, Strategic Management, 8 courses. 3.00 credit hours.
- BAMG 457, Managing Complex Organizations, 1 course. 3.00 credit hours.
- BAMG 461, Talent Management, 2 courses. 3.00 credit hours.
- BAMG 462, Training & Organization Development, 1 course. 3.00 credit hours.
- BAMG 463, Compensation, Performance Management and Conflict Management, 1 course. 3.00 credit hours.
- BAMG 492, Internship in Management, 15 courses. 1.00 credit hours.
- BAMG 495, Special Topics in Management, 5 courses. 3.00 credit hours.
- BAMG 554, Managing and Developing People, 6 courses. 3.00 credit hours.
- MBA 622, Directed Studies, 1 course. 1.00 credit hours.
- MBA 654, Leadership and Organizational Behavior, 1 course. 3.00 credit hours.
- MBA 681, Talent Management, 1 course. 3.00 credit hours.
- MBA 683, Compensation, Rewards, and Performance Management, 2 courses. 3.00 credit hours.
- MBA 685, Strategic Human Resources Management, 1 course. 1.00 credit hours.

Academic Advising

Fall 2019: 25 undergraduate students advised.

Spring 2019: 25 undergraduate students advised.

Fall 2018: 25 undergraduate students advised.

Spring 2018: 25 undergraduate students advised.

Fall 2017: 40 undergraduate students advised.

Spring 2017: 40 undergraduate students advised.

Fall 2016: 40 undergraduate students advised.

Spring 2016: 35 undergraduate students advised, 0 graduate students advised.

Directed Student Learning

Dissertation Committee Member. (April 2018 - Present).

Advised: Jay Martyn

Dissertation Committee Member. (August 2017 - Present).

Advised: Jessica O'Toole

Dissertation Committee Member. (January 2016 - Present).

Advised: Sean Daily

Dissertation Committee Member. (November 2017 - November 2018).

Advised: Brittany Jacobs

Dissertation Committee Member. (January 2017 - November 2018).

Advised: Rammi Hazzaa

Dissertation Committee Member. (September 2016 - February 2017).

Advised: Dean Ekeren

Master's Thesis Committee Member. (February 2015 - December 2015).

Advised: Michaela Pribyl

Dissertation Committee Member. (2012).

Advised: Kaijo McGuire

Dissertation Committee Member. (2011 - 2012).

Advised: Tariq Ahmad

Supervised Research. (2008).

Supervised Research. (2008).

Non-Credit Instruction

(2011).

(2010).

(2010).

(2008).

(2006).

SERVICE

University Service

Serve as the FAR for the University, NCAA Faculty Athletic Representative. (May 2016 - Present).

Committee Member, PhD Doctoral Committees. (2016 - Present).

Committee Member, Board of Athletic Control. (2007 - 2009).

Committee Chair, Graduate Initiative Team - Chairperson. (2008).

Committee Member, UNC Graduate Council - MCB Representative. (2006).

College Service

Committee Chair, Student Affairs Committee. (August 2017 - May 2019).

Committee Chair, Faculty Affairs Committee. (August 2015 - May 2016).

Committee Member, Faculty Affairs Committee. (August 2014 - May 2015).

Committee Member, General Faculty Meetings. (September 1, 2013 - August 31, 2014).

Committee Member, MBA Steering Committee. (September 1, 2013 - August 31, 2014).

Committee Chair, MCB Management Dept. (September 1, 2013 - August 31, 2014).

Committee Member, Administrative Council. (September 1, 2011 - August 31, 2014).

Committee Member, AACSB Maintenance. (September 1, 2011 - August 31, 2013).

Committee Member, MCB General Faculty Meeting. (September 1, 2010 - August 31, 2013).

Committee Member, Assurance of Learning. (September 1, 2008 - August 31, 2011).

Committee Member, MCB General Faculty Meetings. (September 1, 2005 - August 31, 2010).

Committee Member, Search Committee Member - Mgmt Program. (2008).

Other Institutional Service Activities, ETS Review Session - Spring & Summer 2006. (2006).

Faculty Advisor, Management Club. (2006).

Committee Member, Monfort Institute Committee member (Phase 1). (2006).

BAMG Program Reviewer. (2006).

Department Service

Committee Member, Faculty Affairs Committee. (2014 - Present).

Faculty Advisor, Athletic Laison - Mgmt Program. (2007 - Present).

Faculty Advisor, MCB Student-Athlete Advisor for BAMG Program area. (2007 - Present).

Department Chair, Management Program. (September 1, 2011 - August 31, 2014).

Judge, Entrepreneurial Challenge - Judge. (2013).

Committee Member, Management Program. (September 1, 2007 - August 31, 2011).

Faculty Advisor, Internship Coordinator - Mgmt Program. (2007 - 2009).

Faculty Advisor, MCB Management Club. (2007).

Committee Member, Management Program Curriculum Review Sub-committee. (2006).

Committee Member, School of Management and Marketing. (September 1, 2005 - August 31, 2006).

Professional Service

Editorial Review Board Member, Journal of Leadership and Organizational Studies. (2011 - Present).

Committee Member, Northern Colorado Human Resource Association, Fort Collins, Colorado. (2006 - Present).

Society for Human Resource Management, Alexandria, Virginia. (2006 - Present).

Reviewer, Journal Article, Journal of Leadership and Organizational Studies, Flint, Michigan. (2005 - Present).

Reviewer, Journal Article, Business and Society Journal, Thousand Oaks, California. (2006).

Committee Member, Colorado Human Resource Association, Denver, Colorado. (2006).

Reviewer, Journal Article, Southern Management Association, Clearwater Beach, Florida. (2006).

Reviewer, Journal Article, Academy of Management. (2003 - 2005).

Reviewer, Journal Article, Decision Sciences Institute. (2002 - 2005).

Reviewer, Journal Article, Midwest Academy of Management. (2002 - 2004).

Public/Community Service

Committee Member, Board of Directors Member - Redeemer Lutheran Church. (2008 - 2010).

Consulting

Non-Profit Organization, Berean Baptist Church, Burnsville, MN. (January 2019 - December 2019).

For Profit Organization, Triple Crown Sports, Fort Collins, CO. (January 2019 - December 2019).

Non-Profit Organization, Berean Baptist Church, Burnsville, MN. (January 2018 - December

2018).

For Profit Organization, Triple Crown Sports, Fort Collins, CO. (January 2018 - December 2018).

Non-Profit Organization, Berean Baptist Church, Burnsville, MN. (January 2017 - December 2017).

For Profit Organization, Triple Crown Sports, Fort Collins, CO. (January 2017 - December 2017).

For Profit Organization, Triple Crown Sports, Fort Collins, CO. (January 2016 - December 2016).

Non-Profit Organization, UNC Athletics, Greeley, CO. (2016).

Non-Profit Organization, Leadership Northern Colorado, Fort Collins, CO. (April 26, 2016).

For Profit Organization, Triple Crown Sports, Fort Collins, CO. (January 2015 - December 2015).

Non-Profit Organization, UNC Athletics, Greeley, CO. (2015).

Non-Profit Organization, UNC Athletics, Greeley, CO. (January 2015 - December 2015).

Non-Profit Organization, Leadership Northern Colorado, Fort Collins, CO. (April 28, 2015).

Non-Profit Organization, SBDC of East Colorado, Greeley, CO. (April 9, 2015).

For Profit Organization, Fort Collins, CO. (2014).

For Profit Organization, Mountain States Employer's Council. (2014).

Non-Profit Organization, UNC Athletics, Greeley, CO. (2014).

Non-Profit Organization, UNC Athletics, Greeley, CO. (2014).

Non-Profit Organization, UNC Athletics, Greeley, CO. (June 2013 - December 2013).

For Profit Organization, Mountain States Employer's Council. (2013).

For Profit Organization, Triple Crown Sports, Fort Collins, CO. (2013).

For Profit Organization, Mountain States Employer's Council, Denver. (2012).

Growthweaver - Offsite Leadership Development Workshop, Estes Park Colorado. (2011).

Hunter - Douglas, Broomfield Colorado. (2011).

Monfort Institute - Sustainable Transformation Workshops. (2011).

Mountain States Employers Council, Denver Colorado. (2011).

City of Greeley. (2010).

Monfort Institute - Sustainable Transformation Workshops. (2010).

Mountain States Employers Council. (2010).

Regional Baldrige Award Recipients Conference - Nashville, TN. (2010).

DEE, Inc. (2008).
JB Swift & Company - Greeley, CO. (2008).
Mountain States Employers Council. (2008).
DEE, Inc. (2007).
DEE, Inc. (2007).
Dumb Friends League - Denver Humane Society. (2007).
Mountain States Employers Council. (2007).
Thrivent Financial. (2007).
Western Nebraska Community College. (2007).
DEE, Inc. (2006).
DEE, Inc. (2005).

AWARDS AND HONORS

Other

Professor of the Year - Management Department, Monfort College of Business. (2018).

Teaching

Professor of the Year - Management Department, Monfort College of Business. (2017).
Professor of the Year - Management Department, Monfort College of Business. (2012).
Monfort College of Business. (2011).
Monfort College of Business. (2010).
Monfort College of Business. (2010).
Mortor Board - National College Senior Honor Society. (2010).
Monfort College of Business. (2008).
Beta Theta Pi. (2003).

PROFESSIONAL MEMBERSHIPS

Academy of Management.
Colorado Human Resource Association.
Decision Science Institute.
Northern Colorado Human Resource Association.

Society for Human Resource Management.

Society of Industrial Psychologists.