

## VITA

EDWIN A. LOCKE

Education and General Information:

1960 B.A. Harvard University  
 1962 M.A. Cornell University  
 1964 Ph.D. Cornell University

Major Field: Industrial Psychology  
 Minor Fields: Industrial Sociology, and Experimental Psychology

Dissertation: The relationship of intentions to motivation and affect. Unpublished doctoral dissertation, Cornell University, 1964.

Membership in Professional Organizations:  
 American Psychological Association (Fellow); Society for Industrial & Organizational Psychology (Fellow); Society for Organizational Behavior; Academy of Management (Fellow); American Psychological Society (Fellow)

Consulting, Management Development Programs and Talks:

Wakefern Foods; U. S. Civil Service Commission; American Society for Association Executives; Life Insurance Marketing and Research Association; Seaboard Collectors Association; Washington Area Ford Dealers Executive Club; Holy Cross Hospital; Planning Executives Institute; Defense Intelligence Agency; International Personnel Management Association; Inhilco, Inc.; Prince Georges and Montgomery County Libraries; Blue Shield of Maryland; U.S. Post Office; B'nai B'rith Women; Office of the Assistant Secretary of Defense; U.S. Red Cross; IBM; Banner Life Insurance Company; Kodak; Md. State Legislature; Washington Gas Light Co.; Mercantile Mortgage Corp.; National Retail Merchants Association; Freddie Mac; Health Facilities Association of Maryland; McDonnell Douglas; Douglas Aircraft; Montgomery County Department of Social Services; Westinghouse Corp.; Marriott Corp.; Pet Foods, Inc., Army Research Institute.

Work Experience:

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| 1964 - 66:  | Associate Research Scientist,<br>American Institutes for Research.                     |
| 1966 - 70:  | Research Scientist, American<br>Institutes for Research.                               |
| 1967 - 69:  | Assistant Professor of Psychology,<br>University                                       |
| 1970 - 72:  | Associate Professor of Business<br>Administration, University of<br>Maryland.          |
| 1972 - 2001 | Professor of Business and<br>Management, and of Psychology,<br>University of Maryland. |
| 1984 - 1996 | Chair, Management & Organization<br>Faculty  |
| 1998 - 2001 | Dean's Professor of Leadership and<br>Motivation                                       |
| 2001-       | Professor Emeritus   |

Funded Research Projects: (Since 1964 included the  
following:)

Analysis of helicopter pilot performance (Office of the  
Army Surgeon General).  
The effects of goals and intentions on task choice,  
performance level and satisfaction (Office of Naval  
Research).  
The motivational effects of knowledge of results  
(National Institutes of Mental Health).  
The nature of job satisfaction (American Institute for  
Research).  
The attitudes of solid waste management employees  
(EPA).  
Lecture note-taking among college students.  
Study skills and study motivation.  
An experimental study of job enrichment (U.S. Civil  
Service Commission).  
Goal setting as a motivational technique.  
Basic Research on Goal Setting (Office of Naval  
Research).

Competition and Goal Setting (Office of the Assistant Secretary of Defense for Installations).  
Group Goals & Strategies (Army Research Institute)

Publications (\*books):

1. Locke, E. A. (1961) What's in a name? American Psychologist (comment), 16, 607.
2. Locke, E. A., & Hulin, C. L. (1962) A review and evaluation of the validity studies of activity vector analysis. Personnel Psychology, 15, 25-42.
3. Locke, E. A. (1963) The development of criteria of student achievement. Educational and Psychological Measurement, 23, 299-307.
4. Locke, E. A. (1963) Some correlates of classroom and out-of-class achievement. Journal of Education Psychology, 54, 238-248.
5. Locke, K. D., Locke, E. A., Morgan, G. A., & Zimmermann, R. R. (1964) Dimension of social interactions among infant rhesus monkeys. Psychological Reports, 15, 339-349.
6. Locke, E. A. (1964) Determinism. American Psychologist (Comment), 19, 846-847.
7. Locke, E. A., Smith, P. C., Kendall, L. M., Hulin, C. L., & Miller, A. M. (1964) Convergent and discriminant validity for areas and rating methods of job satisfaction. Journal of Applied Psychology, 48, 313-319.
- \*8. Breer, P. E. & Locke, E. A. (1965) Task experience as a source of attitudes, Homewood, Illinois: Dorsey.
9. Locke, E. A. (1965) A test of Atkinson's formula for predicting choice behavior. Psychological Reports, 16, 963-964.
10. Locke, E. A. (1965) The relationship of task success to task liking and satisfaction. Journal of Applied Psychology, 49 379-385.
11. Locke, E. A. (1965) The interaction of ability and motivation in performance. Perceptual and Motor Skills, 21, 719-725.

12. Zavala, A., Locke, E. A., Van Cott, H. P., & Fleishman, E.A. (1965) Studies of helicopter pilot performance: I: The analysis of maneuver dimensions. Human Factors, 7, 273-283.
13. Locke, E. A., Zavala, A., & Fleishman, E. A. (1965) Studies of helicopter performance: II: The analysis of task dimensions. Human Factors, 7, 285-307.
14. Locke, E. A. (1966) The relationship of intentions to level of performance. Journal of Applied Psychology, 50, 60-66.
15. Locke, E. A. (1966) The relationship of task success to task liking: A replication. Psychological Reports, 18, 552-554A
16. Locke, E. A. (1966) The contradiction of epiphenomenalism. British Journal of Psychology, 57, 203-204.
17. Locke, E. A. (1966) Logical relationships of questions to issues in verbal conditioning studies. Psychological Reports, 19, 291-298.
18. Locke, E. A., & Bryan, J. F. (1966) Cognitive aspects of psychomotor performance. Journal of Applied Psychology, 50, 286-291.
19. Locke, E. A. (1966) A closer look at level of aspiration as a training procedure: A re-analysis of Fryer's data. Journal of Applied Psychology, 50 417-420.
20. Locke, E. A. & Bryan, J. F. (1966) The effects of goal-setting, rule-learning, and knowledge of score on performance. American Journal of Psychology, 79, 451-457.
21. Locke, E. A. (1966) Relationship of task success to satisfaction: Further replication. Psychological Reports, 19, 1132.
22. Ewen, R. B., Smith, P. C., Hulin, C. L. & Locke, E.A. (1966) An empirical test of the Herzberg two-factor theory. Journal of Applied Psychology, 50, 544-550.
23. Locke, K. D., Locke, E. A. & Dean, L. R. (1966) A comparison of the attitudes of civil defense directors and

community leaders. Journal of Applied Behavioral Science, 2, 413-430.

24. Locke, E. A. (1967) Further data on the relationship of task success to liking and satisfaction. Psychological Reports, 20, 246.
25. Locke, E. A. & Bryan, J. F. (1967) Performance goals as determinants of level of performance and boredom. Journal of Applied Psychology, 51, 120-130.
26. Bryan, J. F. & Locke, E. A. (1967) Goal-setting as a means of increasing motivation. Journal of Applied Psychology, 51, 274-277.
27. Locke, E. A. (1967) Relationship of goal level to performance level. Psychological Reports, 20, 1068.
28. Locke, E. A. (1967) The case against licensing of psychologists. The Industrial Psychologist, 4, No. 3, 25-29.
29. Locke, E. A. (1967) The motivational effects of knowledge of results: Knowledge or goal-setting? Journal of Applied Psychology, 51, 324-329.
30. Bryan, J. F. & Locke, E. A. (1967) Parkinson's law as a goal-setting phenomenon. Organizational Behavior & Human Performance, 2, 258-275.
31. Locke, E. A. (1967) The relationship of success and expectation to affect on goal-seeking tasks. Journal of Personality and Social Psychology, 7, 125-134.
32. Locke, E. A. & Bryan, J. F. (1968) Grade goals as determinants of academic achievement. Journal of General Psychology, 79, 217-228.
33. Locke, E. A. Bryan, J. F. & Kendall, L. M. (1968) Goals and intentions as mediators of the effects of monetary incentives on behavior. Journal of Applied Psychology, 58, 104-121.
34. Locke, E. A. (1968) Toward a theory of task motivation and incentives. Organizational Behavior & Human Performance, 3, 157-189.
35. Locke, E. A. & Bryan, J. F. (1968) Goal-setting as a determinant of the effect of knowledge of score on

- performance. American Journal of Psychology, 81, 398-407.
36. Locke, E. A., Cartledge, N., & Koepfel, J. (1968) The motivational effects of knowledge of results: A goal-setting phenomenon? Psychological Bulletin, 70, 474-485.
  37. Locke, E. A. (1968) The effects of knowledge of results, feedback in relation to standards, and goals on reaction time performance. American Journal of Psychology, 81, 566-574.
  38. Locke, E. A. & Bryan, J. F. (1968) Knowledge of score and goal difficulty as determinants of work rate. Journal of Applied Psychology, 53, 59-65.
  39. Locke, E. A. & Bryan, J. F. (1969) The directing function of goals in task performance. Organizational Behavior & Human Performance, 4, 35-42.
  40. Locke, E. A. (1969) What is job satisfaction? Organizational Behavior and Human Performance, 4 309-336.
  41. Locke, E. A. (1969) Purpose without consciousness: A contradiction. Psychological Reports, 25, 991-1009.
  42. Locke, E. A. Reply to Eysenck et al. (1969) Bulletin of the British Psychological Society (Correspondence), 22, 162.
  43. Locke, E. A., Cartledge, N. & Knerr, C. (1970) Studies of the relationship between satisfaction, goal-setting and performance. Organizational Behavior & Human Performance, 5, 135-158.
  44. Locke, E. A. (1970) Job satisfaction and job performance: A theoretical analysis. Organizational Behavior & Human Performance, 5, 484-500.
  45. Locke, E. A. (1970) The supervisor as "motivator": His influence on employee performance and satisfaction. In B. Bass, R. Cooper, and J. Haas (Eds.) Managing for accomplishment, Lexington, Mass.: Heath Lexington, 57-67.

46. Mobley, W.H. & Locke, E. A. (1970) The relationship of value importance to satisfaction. Organizational Behavior & Human Performance, 5, 463-483.
47. Schneider, J. & Locke E. A. (1971) A critique of Herzberg's incident classification system and a suggested revision. Organizational Behavior & Human Performance, 6, 441-457.
48. Locke, E. A. (1971) Is "Behavior Therapy" behavioristic? (An analysis of Wolpe's psychotherapeutic methods). Psychological Bulletin, 76, 318-327.
49. Locke, E. A. (1972) Critical analysis of the concept of causality in behavioristic psychology. Psychological Reports, 31, 175-197.
50. Locke, E. A. (1972) In "defense" of defense mechanisms: Some comments on Bobbit and Behling. Journal of Applied Psychology, 56, 297-298.
51. Locke, E.A. (1973) Satisfiers and dissatisfiers among white collar and blue collar employees. Journal of Applied Psychology, 58, 67-76.
52. Locke, E. A. & Whiting, R. J. (1974) Sources of satisfaction and dissatisfaction among solid waste management employees. Journal of Applied Psychology, 59, 145-156.
53. Harris, T. C. & Locke, E. A. (1974) Replication of white-collar-blue-collar differences in sources of satisfaction and dissatisfaction. Journal of Applied Psychology, 59, 369-370.
54. Locke, E. A. (1974) Is violence itself necessarily bad? American Psychologist (Comment), 29, 149.
55. Latham, G. P. & Locke, E.A. (1975) Increasing productivity with decreasing time limits: A field replication of Parkinson's Law. Journal of Applied Psychology, 60, 524-526.
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61. Locke, E. A. (1976) Legislating the quality of work life: Locke's reply to Lawler's rebuttal. The Industrial Organizational Psychologist, (Nov.), 14, 24.
62. Locke, E. A. (1977) Comments on I/O Psychology in Sweden. The Industrial-Organizational Psychologist, (Feb.)
63. Locke, E. A. (1977) The myths of behavior mod in organizations. Academy of Management Review, 2, 543-553.
64. Locke, E. A. (1977) An empirical study of lecture note-taking among college students. Journal of Educational Research, 71, 93-99.
65. Locke, E. A. (1978) Job satisfaction reconsidered-reconsidered. American Psychologist (Comment), 33, 854-855.
66. Locke, E. A. (1978) The ubiquity of the technique of goal setting in theories of and approaches to employee motivation. Academy of Management Review, 3, 594-601.
67. Locke, E. A., Mento, T., & Katcher, B. (1978) The interaction of ability and motivation in performance: An exploration of the meaning of moderators. Personnel Psychology, 31, 269-280.
68. Locke, E. A. & Schweiger, D. M. (1979) Participation in decision-making: One more look. In B. M. Staw (Ed.) Research in Organizational Behavior. Greenwich: Conn., JAI press, 265-339.

69. Locke, E. A. (1979) Myths in "The myths of the myths about behavior mod in organizations." Academy of Management Review, 4, 131-136.
70. Locke, E. A. (1979) Behavior modification is not cognitive-- and other myths: A reply to Ledwidge. Cognitive Theory and Research, 3, 119-125.
71. Latham, G. P. & Locke, E. A. (1979) Goal setting: A motivational technique that works. Organizational Dynamics, 8(2), 68-80.
72. Locke, E. A. (1980) Latham Vs. Komaki: A tale of two paradigms. Journal of Applied Psychology, 65, 16-23.
73. Locke, E. A. (1980) Attitudes and cognitive processes are necessary elements in motivational models (Debate). In B. Karmel (Ed.) Point and counterpoint in organizational behavior. Hinsdale, Ill.: Dryden, 17-45.
74. Locke, E. A., Feren, D., McCaleb, V., Shaw, K., & Denny, A. (1980) The relative effectiveness of four methods of motivating employee performance. In Duncan, Gruneberg and Wallis (Eds.) Changes in working life, J. Wiley (London).
75. Mento, A. J., Cartledge, N. D. & Locke, E. A. (1980) Maryland vs. Michigan vs. Minnesota: Another look at the relationship of expectancy and goal difficulty to task performance. Organizational Behavior & Human Performance, 25, 419-440.
76. Locke, E. A. (1980) Behaviorism and Psychoanalysis: Two sides of the same coin. The Objectivist Forum, 1(1), 10-15.
77. Locke, E. A., Mode, A. S. & Binswanger, H. (1980) The case against medical licensing. Medicolegal News, 8(5), 13ff.
78. Locke, E. A. (1980) Mig Pilot (review). Objectivist Forum, 1(4), 10-15.
79. Bartlem, C. & Locke, E. A. (1981) The Coch and French study: A critique and reinterpretation. Human Relations, 34, 555-566.

80. Locke, E. A., Shaw, K. N., Saari, L. M. & Latham, G. P. (1981) Goal setting and task performance: 1969-1980. Psychological Bulletin, 90, 125-152.
81. Locke, E. A. (1981) Comment on Neider: The issue of interpretation of experiments. Organizational Behavior & Human Performance, 28, 425-430.
82. White, F. & Locke, E. A. (1981) Perceived determinants of high and low productivity in three occupational groups: A critical incident study. Journal of Management Studies, 18, 375-381.
83. Locke, E. A. (1982) The ideas of Frederick W. Taylor: An evaluation. Academy of Management Review, 7, 14-34.
84. Locke, E. A. (1982) Goal setting, in C. Heyel (Ed.) Encyclopedia of management, 3rd Edition, New York: Van Nostrand Reinhold.
85. Locke, E. A. (1982) Licensing (comment). American Psychologist, February, 239.
86. Schilit, W. & Locke, E. A. (1982) A study of upward influence in organizations. Administrative Science Quarterly, 27, 304-316.
87. Locke, E. A. (1982) The relationship of goal level to performance with a short work period and multiple goal levels. Journal of Applied Psychology, 67, 512-514.
88. Locke, E. A. (1982) Critique of Bramel and Friend (Comment). American Psychologist, July, 858-859.
89. Locke, E. A. (1982) Employee motivation: A discussion. Journal of Contemporary Business, 11, 71-81 (abridged version of #74).
90. Locke, E. A. (1982) Soul of a new machine (review), Objectivist Forum, 3(1), 5-9.
91. Locke, E. A. (1982) Ayn Rand and psychology. Objectivist Forum, 3, (5)5-8 & (6)12-15.
92. Locke, E. A. (1983) Performance appraisal under capitalism, socialism, and the mixed economy. In F. Landy, S. Zedeck, & J. Cleveland (Eds.) Performance measurement and theory. Hillsdale, N. J.: L. Erlbaum.

93. Locke, E. A. (1983) Joe Morgan-Computer Elements (Case). National University Consortium, Systems organization coursebook. Dubuque, Iowa: Kendall-Hunt.
94. Locke, E.A. (1983) Handbook of organizational behavior management (Review), Contemporary Psychology, 28, 681-682.
95. Locke, E. A., Fitzpatrick, W., & White, F. (1983) Job satisfaction and role clarity among university and college faculty. Review of Higher Education, 28, 681-682.
96. Locke, E. A. (1983) Eleven entries in R. Harre and R. Lamb (Eds.) Encyclopedic dictionary of psychology. Oxford: Blackwell.
97. Locke, E. A. (1983) KGB today (review), Objectivist Forum, 4(5) 12-15.
- \*98. Locke, E. A. & Latham, G. P. (1984) Goal setting: A motivational technique that works. Englewood Cliffs, NJ: Prentice Hall.
99. Locke, E. A. & Latham, G. P. (with Alain Gosselin) (1984) Goal setting for individuals, groups and organizations. Chicago: Science Research Associates.
100. Locke, E. A. (1984) Inside the criminal mind (review). Objectivist Forum, 5(2), 8-15.
101. Locke, E. A., Frederick, E., Lee, C. & Bobko, P. (1984) The effects of self-efficacy, goals and task strategies on task performance. Journal of Applied Psychology, 69, 241-251.
102. Locke, E. A. (1984) Job satisfaction. In M. Gruneberg & T. Wall (Eds.), Social psychology and organizational behavior. Chichester, England: Wiley.
103. Taylor, S., Locke, E. A., Lee, C. & Gist, M. (1984) Type A behavior and faculty productivity: What are the mechanisms? Organizational Behavior & Human Performance, 34, 402-418.
104. Locke, E. A., Frederick, E., Buckner, E. & Bobko, P. (1984) Effects of previously assigned goals on self-set goals and performance. Journal of Applied Psychology, 69, 694-699.

105. Locke, E. A. (1984) Les Techniques tayloriennes considerees du point de vue des theories et des pratiques contemporaines. In M. deMontmollin & O. Pastre (Eds.). Le Taylorisme, Paris: Editions La Decouverte.
106. Locke, E. A. & Shaw, K. N. (1984) Atkinson's inverse-U curve and the missing cognitive variables. Psychological Reports, 55, 403-412.
107. Henne, D., & Locke, E. A. (1985) Job dissatisfaction: What are the consequences? International Journal of Psychology, 20, 221-240.
108. Locke, E. A. & Latham, G. P. (1985) The application of goal setting to sports. Journal of Sport Psychology, 7, 205-222.
109. Schweiger, D. M., Anderson, C. R., & Locke, E. A. (1985) Complex decision making: A Longitudinal study of process and performance. Organizational Behavior & Human Decision Processes, 36, 245-272.
110. Locke, E. A. (1986) Generalizing from laboratory to field: Ecological validity or abstraction of essential elements?, in E. Locke (Ed.) 1986, #111 below.
- \*111. Locke, E. A. (Ed.) (1986) Generalizing from laboratory to field settings. Lexington, MA: Lexington Books.
112. Locke, E. A., Schweiger, D. M., & Latham, G. P. (1986) Participation in decision making: When should it be used? Organizational Dynamics, 14, (3), 65-79.
113. Somers, R. L, Locke, E. A. & Tuttle, T. (1985-86) Adding competition to the management basics. National Productivity Review, Winter, 7-21.
114. Locke, E. A. and Henne, D. (1986) Work motivation theories, In C. Cooper & I. Robertson (Eds.), International review of industrial and organizational psychology. Chichester, England: Wiley Ltd., 1-35.
115. Locke, E. A. (1986) Job attitudes in historical perspective. In D. Wren & J. Pearce (Eds.), Papers dedicated to the development of modern management, Academy of Management, 5-11.

116. Locke, E. A., Motowidlo, S. J., & Bobko, P. (1986) Using self-efficacy theory to resolve the conflict between goal theory and expectancy theory in organizational behavior and industrial/organizational psychology. Journal of Social and Clinical Psychology, 4, 328-338.
117. Locke, E. A. (1987) Review of A. Bandura, Social foundations of thought and action, Academy of Management Review, 1, 169-171.
118. Locke, E. A. (1987) How to motivate employees. State Legislatures, 13(1), 30-31.
119. Locke, E. A. & Somers, R. L. (1987) The effects of goal emphasis on performance on a complex task. Journal of Management Studies, 24(4), 405-411.
120. Wood, R. E., Mento, A. J. & Locke, E. A. (1987) Task complexity as a moderator of goal effects: A meta analysis. Journal of Applied Psychology, 72, 416-425.
121. Edmister, R. O., & Locke, E. A. (1987) The effects of differential goals weights on the performance of a complex financial task. Personnel Psychology, 40, 505-517.
122. Gist, M. E., Locke, E. A. & Taylor, S. (1987) Organizational behavior: Group structure, stress and effectiveness. Journal of Management, 13, 237-257.
123. Wood, R. E. & Locke, E. A. (1987) The relation of self-efficacy and grade goals to academic performance. Educational and Psychological Measurement, 47, 1013-1024.
124. Locke, E. A., Latham, G. P., & Erez, M. (1988) The determinants of goal commitment. Academy of Management Review, 13, 23-39.
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130. Lee, T. W., Locke, E. A. & Latham, G. P. (1989) Goal setting theory and job performance. In L. Pervin (Ed.) Goal concepts in personality and social psychology, Hillsdale, NJ: L. Erlbaum.
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140. Chesney, A. A., & Locke, E.A. (1991). An examination of the relationship among goal difficulty, business strategies, and performance on a complex management simulation task. Academy of Management Journal, 34, 400-424.
141. Locke, E. A. & Latham, G. P. (1991) The fallacies of common sense "truths": A reply to Lamal. Psychological Science, 2, 131-2.
142. Locke, E. A. (1991). Goal theory vs. control theory: Contrasting approaches to understanding work motivation. Motivation & Emotion, 15, 9-28.
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145. Locke, E. A. (1991) The motivation sequence, the motivation hub and the motivation core. Organizational Behavior & Human Decision Processes, 50, 288-299.
146. Latham, G. P. & Locke, E. A. (1991) Self-regulation through goal setting. Organizational Behavior and Human Decision Processes, 50, 212-247.
147. Kirkpatrick, S. & Locke, E. A. (1991) Leadership: Do traits matter? Academy of Management Executive, 5(2), 48-60.
148. Locke, E. A. (1991) Problems with goal-setting research in sports--and their solution. Journal of Sport & Exercise Psychology, 8, 311-316.

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- \*150. Locke, E.A. & 7 others, (1991) The essence of leadership, New York: Lexington- Macmillan.
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158. Locke, E. A. (1993) Facts and fallacies about goal theory: A reply to Deci. Psychological Science, 4, 63-4.
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176. Locke, E. A. (1995) Review of D. Waitley, Empires of the mind, Personnel Psychology, 48, 989-988.
177. Locke, E. A. (1995) The micro analysis of job satisfaction: Comments on Taber & Alliger. Journal of Organizational Behavior, 16, 123-125

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- \*219. Cooper, C. & Locke, E. A. (Eds.) (2000) Industrial & organizational psychology: Linking theory with practice. Oxford, UK: Blackwell Publishers.
- \*220. Locke, A. E. (2000) The Prime movers: Traits of the great wealth creators, New York: AMACOM.

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243. Locke, E. & Latham, G. (2004) What should we do about motivation theory? Six recommendations for the 21<sup>st</sup> century. Academy of Management Review, 29, 388-403.
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246. Locke, E. (2004) Comments on "Promise and Peril in Implementing Pay For Performance" by Michael Beer and Mark D. Cannon. Human Resource Management, 43, 41-43.
247. Baum, J. R. & Locke, E. (2004) The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth. Journal of Applied Psychology, 89, 587-598.
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249. Locke, E. A. (2004) Guest editor's introduction. Academy of Management Executive, 18, 124-125.
250. Locke, E. A. (2004) Linking goals to monetary incentives. Academy of Management Executive, 18, 130-133.
251. Locke, E. A. & Noel, T. W. (2004) Right problem, wrong solution: A rejoinder to Mitroff's and Swenson's call to action. Academy of Management News, 35(3), 2.
252. Judge, T., Bono, J., Erez, A. & Locke, E. (2005) Core self-evaluations and job and life satisfaction: The role of self-concordance and goal attainment. Journal of Applied Psychology, 90, 257-268.
253. Locke, E.A. (2005) Choice points. Industrial-Organizational Psychologist, 42(4), 76-78.

254. Locke, E. A. (2005) Coping with stress through reason. In A. Antoniou & C. Copper (Eds.) Research companion to organizational health psychology. Cheltenham, UK: Elgar.
255. Locke, E. A. (2005) Why emotional intelligence is an invalid concept. Journal of Organizational Behavior, 26, 425-431.
256. Locke, E. A. & Latham, G. P. (2005) Goal setting theory: Theory building by induction. In K. G. Smith and M. A. Hitt (Eds.) Great minds in management: The process of theory development. New York, Oxford.
257. Locke, E. (in press) Entrepreneurial motivation, in J. R. Baum, M. Frese, & R. A. Baron (Eds.) The psychology of entrepreneurship. SIOP Frontier Series.
258. Piccolo, R., Judge, T., Takahashi, K., Watanabe, N., & Locke, E. A. (in press) Core self-evaluations in Japan: Relative effects on job satisfaction, life satisfaction, and happiness. Journal of Organizational Behavior.
259. Locke, E. A. (in press) Business ethics: A way out of the morass. Academy of Management Learning & Education.
260. Stajkovic, A. & Locke, E. A. (in press) A first examination of the relationship between primed subconscious goals, assigned conscious goals, and task performance. Journal of Applied Psychology.

Papers Delivered at Professional Meetings:

1. Locke, E.A. Importance and satisfaction in several job areas, American Psychological Association, 1961.
2. Locke, E.A. Dimensions of aggressive behavior, American Psychological Association, 1962.
3. Locke, E.A. A study of criteria of student achievement, Eastern Psychological Association, 1962.
4. Locke, E.A. and Kendall, L.M. Choices of task difficulty under three conditions of incentive, American Psychological Association, 1963.

5. Locke, E.A. What is job satisfaction? American Psychological Association, 1968.
6. Locke, E.A. The supervisor as motivator: His influence on Goal-setting, University of Rochester Conference on the Task-Oriented manager (office of Naval Research).
7. Locke, E.A. Job satisfaction and job performance: A theoretical analysis, Midwestern Psychological Association, 1969.
8. Locke, E.A. Purpose without consciousness: A contradiction. American Psychological Association, 1969.
9. Locke, E.A. The concept of causality in contemporary psychology, American Psychological Association, 1970.
10. Locke, E.A. What is systematic desensitization: American Psychological Association, 1971.
11. Locke, E.A. Discussion with Annual Review Author American Psychological Association, 1974.
12. Locke, E.A. Recent developments in motivation theory and Research, American Institute for Decision Sciences, 1974.
13. Locke, E. A. Licensing and individual rights, Teacher Leadership Program of Baruch College Symposium on "Testing Issues in the Licensing, Employment, and Promotion of Educational Personnel", 1975.
14. Locke, E.A. The myths of behavior mod in organizations, Academy of Management, 1975.
15. Locke, E.A. Current Status of theories of employee motivation in historical perspective, University of Houston Visiting Scholars Program (Department of Psychology), 1975.
16. Locke, E.A. The ubiquity of the concept of goal setting in philosophies of employee motivation, American Psychological Association, 1976.

17. Locke, E.A. Participation in decision making, Academy of Management, 1977.
18. Locke, E.A. The role of cognitive variables in motivation (Debate), Academy of Management, 1977.
19. Locke, E.A. Work motivation (discussion hour leader), Academy of Management, 1977.
20. Locke, E.A. Understanding why job enrichment works, Society for Organizational Behavior, West Lafayette, Indiana, 1977.
21. Locke, E.A. Studies of participation in decision making, Society for Organizational Behavior, West Lafayette, Indiana 1977.
22. Locke, E.A. Orthogonal manipulation of expectancy and goal difficulty: Effects on performance, Society for Organizational Behavior, Houston 1978.

23. White, F. and Locke, E.A. Perceived determinants of productivity, Academy of Management, 1978.
24. Locke, E.A. The relative effectiveness of four methods of motivating employee performance, NATO International Conference of Changes in the Nature of Work Life, Thessaloniki, Greece, and American Psychological Association (New York), 1979.
25. Locke, E.A. Cognitive psychology: The Psychology of the future, American Psychological Association, (Montreal), 1980.
26. Locke, E.A. The effects of feedback/feedforward, probability of success and personal goals on task performance, Academy of Management (San Diego), 1981.
27. Locke, E.A. Narcissism vs. reason in organizations, Academy of Management (New York), 1982.
28. Zubritsky, E., Cousins, E., and Locke, E.A. The effects of previously assigned goals on self-set goals and performance, American Psychological Association, (Washington, D.C.), 1982.
29. Locke, E.A. Leadership (symposium), Eastern Academy of Management, (Baltimore), 1982.
30. Locke, E.A., and others Relation of goals, self-efficacy, and task strategies to performance. American psychological Association, (Anaheim) 1983.
31. Locke, E.A. Intellectual heroes, Academy of Management (San Diego), 1985.
32. Locke, E.A. Goal setting, International Congress of Applied Psychology (Jerusalem), 1986.
33. Locke, E.A. Work motivation and values, Academy of Management (Chicago), 1986.
34. Locke, E.A. Application of goal setting to sports, North American Society for the Psychology

of Sport and Physical Activity  
(Scottsdale), 1986.

35. Locke, E.A. Goal setting and task complexity (Chair), American Psychological Association, (Washington), 1986.
36. Locke, E.A. Values of Industrial-organizational Psychology, Symposium at Society of Industrial and Organizational Psychology, 1988.
37. Locke, E.A. Control theory and goal theory (Debate), Society for Industrial and Organizational Psychology, 1989.
38. Locke, E.A. Group goal setting symposium (Discussant), Academy of Management, 1989.
39. Locke, E.A. Job dissatisfaction & action, Academy of Management, 1990.
40. Locke, E.A. Advancing understanding of human motivation: The study of conscious goal setting in I/O Psychology, American Psychological Society, 1991.
41. Locke, E.A. Panel discussion on theory building, Society for Industrial & Organizational Psychology, 1992.
42. Locke, E.A. Goal setting, time perspective & ambition, International Congress of Psychology, (Brussels), 1992.
43. Locke, E.A. Goals and self-efficacy as mediators of the effects of monetary incentives, Society for Organizational Behavior, (Tucson), 1992.
44. Locke, E.A. Distinguished Scientific Contribution Award Address, Society for Industrial & Organizational Psychology, 1994.
45. Locke, E.A. Business heroes in fact & fiction, Academy of Management, (Dallas) 1994.

46. Locke, E.A. Changing organizational culture, McGill University, 1995.
47. Locke, E.A., Durham, C. & Poon, J. Knowledge seeking as a strategy to attain goals, Society for Organizational Behavior, (Toronto), 1994 and Society for Industrial & Organizational Psychology (Orlando), 1995.
48. Durham, C. & Locke, E.A. The relationship of dysfunctional thinking, self-esteem, locus of control, neuroticism & job attributes on job satisfaction, Society for Industrial & Organizational Psychology, (Orlando), 1995.
49. Kistof, A. & Locke, E.A. Champions of continuous improvement, Society for Industrial & Organizational Psychology, (Orlando), 1995.
50. Locke, E.A. (Debate) The Bell Curve & Beyond, Society for Industrial & Organizational Psychology, (Orlando), 1995.
51. Locke, E.A. The effects of leader role and goals on team strategies & effectiveness. New York University, Dept. of Psychology, 1995.
52. Locke, E.A. Goals and self efficacy as mediators & causal links, International Conference on Work Motivation, Israel, 1996.
53. Audia, G. & Locke, E.A. The dangers of success for strategic decision makers operating in dynamic task environments. Academy of Management, 1996.
54. Knight, D., Durham, C., & Locke, E.A. The effects of leadership style (role) and goals on group strategies and performance. Academy of Management, 1996.
55. Locke, E.A. The effects of leadership style (role) and goals on group strategies and performance. Society for Organizational Behavior, 1996.
56. Locke, E.A. Participation in 2 panel discussions on leadership and integrity, Society for

- Industrial and Organizational Behavior, 1997.
57. Durham, C. & Locke, E.A. Effect of task and pay interdependence and their mediators on performance. Academy of Management, 1998.
  58. Audia, G. & Locke, E. A. Individual routines and the effectiveness of strategic decision-makers in changing environments. Academy of Management, 1998.
  59. Locke, E.A. The traits of great wealth creators. Society for Organizational Behavior, 1998.
  60. Locke, E. A. (w. Tim Judge) Core evaluation research, Society for Organizational Behavior, 1999.
  61. Locke, E. A. Understanding motivation by studying conscious goals: A 35-year odyssey. American Psychological Association, 1999 and Southeastern Psychological Association, 2000.
  62. K. Tracy, E. A. Locke, & M. Renard. Conscious goal setting versus subconscious motives: Longitudinal and concurrent effects on the performance of entrepreneurial firms. Academy of Management, 1999.
  63. Locke, E. A. Future issues in self-efficacy research, Academy of Management, 1999.
  64. Locke, E. A. Contrasting perspectives on social identification in organizations (Panel discussion). Academy of Management, 1999.
  65. Locke, E. A. Motivation, cognition and action. Australian I/O Psychology meeting, 1999.
  66. Locke, E. A. Motivation, cognition and action: An analysis of studies of task goals and knowledge. Third International Conference on Work Motivation, Sydney, Australia, 1999.
  67. Locke, E. A. Incentives and motivation: Principles and

- (w K. Bartol) issues for further research, Society for Industrial & Organizational Psychology, 1999.
68. Locke, E. A. Teaching I/O Psychology and OB through Principles, Society for Industrial & Organizational Psychology, 2001.
69. Locke, E. A. The Challenge of Creating a Leadership Theory Adequate to Guide Leadership Development, Kravis Leadership Institute, 2001.
70. Locke, E. A. Programmatic Research, New Doctoral Student Consortium, Academy of Management, 2001
71. Locke, E. A. Leadership and Entrepreneurship, Academy of Management, 2001
72. Locke, E. A. Incentives and Knowledge Sharing (presented by leader author), Academy of Management, 2001
73. Locke, E. A. Control Theory vs. Goal Theory: Which is the Proper Model? (Debate) Society for Industrial & Organizational Psychology, 2002.
74. Durham, C., Locke, E. & Judge, T. The relationship of core evaluations to behavior the job, Society for Industrial & Organizational Psychology, 2002.
75. Srivastava, A., Locke E. & Judge, T. Dispositional causes of task satisfaction: The mediating role of chosen level of task complexity. Society for Industrial & Organizational Psychology, 2002.
76. Locke, E., and Latham, G. Long Term Scientific Collaboration between Scholars: What Makes it Work? Society for Industrial & Organizational Psychology, 2002.
77. Locke, E. A. The Nature of Consciousness and its Relationship to Action. 43<sup>rd</sup> Conference of the German Society for Psychology, Berlin, 2002.

- 78 .Locke E. A. & A. Stajkovic Work Motivation: What We Know and What we Don't, Society for Industrial & Organizational Psychology, 2003
79. Locke, E.A. Entrepreneurial Success Symposium, (Discussant), Society for Industrial & Organizational Society, 2003
80. Locke, E. A. Emotional Intelligence (Debate), Society for Industrial & Organizational Psychology, 2003
81. Locke, E. A. Contemporary Cases of Corporate Corruption, Any relevance for I-O Psychology? (Panel discussion) Society for Industrial & Organizational Psychology, 2003
82. Locke, E. A. Senior Faculty Consortium on Retirement, Academy of Management, 2003
83. Locke, E. A. Democracy (in the Workplace) is Wrong, Academy of Management, 2003
84. Locke, E. A. Programmatic Research (Doctoral Student Consortium) Academy of Management, 2002,2003
85. Locke, E.A. Goals and Sub-Conscious Priming, Master Tutorial, Society for Industrial and Organizational Psychology, 2004 (with Alex Stajkovic)
86. Locke, E. A. Reconsidering Outcomes of a Positive Self-Concept (Discussant), Society for Industrial & Organizational Psychology, 2004
87. Locke, E. A. Goal Setting, Goal Orientation and Self-Regulatory Focus (Symposium), Society for Industrial & Organizational Psychology, 2004
88. Locke, E. A. Dispositional factors in job attitudes and affective reactions at work (Discussant), Society for Industrial & Organizational Psychology, 2005

89. Locke, E. A. Two studies of subconscious priming, Society for Industrial & Organizational Psychology, 2005.
90. Locke, E. A. The relationship between general traits and situationally specific goals in new ventures. Society for Industrial & Organizational Psychology, 2005.
91. Srivastava, A., Bartol, K. & Locke, E. A. Empowering leadership and performance: The Linking Roles of Team Efficacy and Knowledge Sharing. Academy of Management, 2005.
92. Locke, E. A. Theory Building by Induction (Lifetime Achievement Award Address), Academy of Management, 2005.
93. Locke, A. E. Goal theory (Symposium on Theory Development), Academy of Management, 2005.
94. Locke, E. A. Ethics in Business Organizations: Why are They Needed? What Should be Taught? Who Should Do it? American Psychological Society, 2005.

Universities where I have delivered guest lectures:

American University  
 Ashland University  
 Arizona State University  
 Auburn University  
 Baruch College  
 Carnegie-Mellon  
 \*Fitchburg State  
 George Mason University  
 George Washington University  
 \*Houston(2)  
 Malaysia (talks at two universities)  
 McGill University (Canada)  
 Michigan State  
 \*Morehouse College  
 New South Wales Graduate School of Management (Australia)  
 New York University  
 North Carolina  
 \*North Carolina State  
 \*Notre Dame

\*Penn State(3)  
\*Stevens Institute of Technology  
Technion (Israel Institute of Technology) (2)  
Tennessee  
University of California (Berkeley,2)  
University of Southern California  
University of Dortmund, (Germany)  
University of Florida  
University of Melbourne (Australia)  
University of Salamanca (Spain)  
University of Washington  
University of Wisconsin (2)  
Yale(2)

\*Distinguished Visiting Speaker

#### Honors, Professional Recognition

Fellow, Society for Industrial and Organizational Psychology  
(American Psychological Association); Fellow, Academy of  
Management; Fellow, American Psychological Society

Editorial Board Experience: Journal of Applied Psychology;  
Organizational Behavior & Human Decision Processes; Human  
Resources Management Review; Human Resources Planning Journal.

Occasional reviewer for: Academy of Management Journal, Academy of  
Management Review, Administrative Science  
Quarterly, American Psychologist, Group &  
Organizational Studies, Human Relations,  
Human Performance Human Systems  
Management, International Journal of  
Psychology, Journal of Applied  
Psychology, Journal of Applied Social  
Psychology, Journal of Business, Journal  
of Higher Education, Journal of  
Management Inquiry, Journal of Management  
Studies, Journal of Occupational  
Behavior, Journal of Occupational  
Psychology, Journal of Organizational  
Analysis, Journal of Personality and  
Social Psychology, Journal of Social &  
Clinical Psychology, Journal of Sport &  
Exercise Psychology, Military Psychology,  
Motivation & Emotion, National Science  
Foundation, Psychological Bulletin,  
Psychological Reports, Psychological

Review, Psychology and Aging, Sociology and Social Research and others.

Invited to speak at: The International Congress of Applied Psychology, Munich, 1978 (was not able to attend); NATO Conference on Changes in the Quality of Working Life, Thessaloniki, Greece, 1979; International Conference on Taylorism, Paris, 1983; Interamerican Congress of Psychology, Caracas, 1985; International Congress of Applied Psychology, Jerusalem, 1986; Recruit Co., Japan, 1982; International Congress of Psychology, Brussels, 1992, International Conferences on Work Motivation (Israel & Australia); 43<sup>rd</sup> Conference of the German Society for Psychology, Humboldt University, Berlin, 2002.

My published articles are widely reprinted in books of readings (including one which was translated into German)

Author of Annual Review of Psychology chapter, 1975.

Author of chapter on Job Satisfaction in Dunnette's Handbook of Industrial and Organizational Psychology (1976).

Author (with D. Henne) of "Work Motivation Theories," article in Cooper & Robertson (Eds.) International Review of Industrial & Organizational Psychology, (1986).

Article published in 1968 (#34) was included in C.L. Cooper (Ed.) International library of critical writings in psychology, Vol. 1, Industrial and organizational psychology, (1991), Hants, England: E. Elgar.

This article was also cited as a "Citation Classic," i.e., one of the most cited articles in the Social Sciences.

Article #80 by Locke, Shaw, Saari & Latham (1981) was also cited as a "Citation Classic," Current Contents, Social & Behavioral Sciences, 1992, 24(32)8.

Outstanding Paper in Organizational Behavior published in 1988 (#125)(with Latham and Erez), Academy of Management. (This article was included in P. Frost and R. Stablein (1992) Doing exemplary research. Newbury Park, CA: Sage)

Outstanding paper in Organizational Behavior published in 2000 (#217) (with Pino Audia and Ken G. Smith), Society for Industrial and Organizational Behavior. This paper was also a finalist for Best paper in the Academy of Management Journal, 2000).

One of five finalists for best HR article published in 2004 (#247), Human Resources Division of the Academy of Management.

Goal Setting Theory was rated 2nd of 15 theories by 127 scholars based on 11 combined criteria; it was rated 2nd in validity and 1st in practical utility (C. Lee & P. Earley, 1992), Organizational Development Journal, 10, No. 4, 37-42.

Ranked 2nd in scholarship, in study by Shelley Kirkpatrick, among 576 management faculty from 32 leading business schools (1989).

Included in A. Bedeian (Ed.) Management Laureates, Vol. 2, JAI Press, 1993 (invited chapter)

Included in K. Smith and M. Hitt (Eds.) Great Minds in Management, 2005 (invited chapter).

Three articles by Locke & colleagues (#'s 34, 80 & 125) included in Cary Cooper's Fundamentals of Organizational Behavior, (2002) Sage, 4 Vol. series.

Goal setting theory was ranked # 1 in importance by OB scholars out of 73 OB/management theories by J. B. Miner (2003), in Academy of Management Learning and Education, 2, 250-268.

Citation count in 2004 supervised by Dr, Henry Sims comparing all management professors at eight leading universities (Berkeley, Carnegie Mellon, Duke, Maryland, Michigan, NYU, North Carolina, Southern California): Ranked #1 with 4925

Fellow, Academy of Management, American Psychological Association (Division of Industrial & Organizational Psychology), American Psychological Society

Distinguished Scientific Contribution Award, Society for Industrial & Organizational Psychology, 1993.

Career Achievement Award, Academy of Management (Human Resources Division), 1997.

Lifetime Achievement Award in Organizational Behavior, Academy of Management, Organizational Behavior Division, 2005.

James McKeen Cattell Fellow Award, American Psychological Society, 2005-2006.

Dissertation Chair for Robert Baum, Winner Best Dissertation Award, Entrepreneurship Division, Academy of Management, 1996.

Co-Chair of Dissertation for Amy Kristof-Brown, Winner Best Dissertation Award, Human Resources Division, Academy of Management, 1998.

Member Dissertation Committee of Suzanne Masterson, Winner Ralph Alexander Best Dissertation Award, Human Resource Division, Academy of Management, 1999.

Outstanding Faculty Award, College of Business and Management Alumni Association, 1980.

Distinguished Teacher-Scholar Award, University of Maryland, College Park, 1983-84.

Distinguished Teacher Award-Division of Behavioral and Social Sciences, 1985.

Top 15% of Teachers, College of Business & Management (several times).

Krowe Teaching Award for teaching excellence, MBA Program, 1992

Krowe Teaching Award for teaching innovation, MBA Program, 1996

### Courses Taught

#### Business and Management

Personnel Management (UG) (Introductory Course and Advanced Course)

Organizational Behavior (UG)

Human Motivation (lab) (UG)

Behavioral Factors in Management (MBA)

Organizational Behavior (MBA)

Theory of the Industrial Work Group (Doc)

Work Morale and Motivation (Doc)

Performance Appraisal (Doc)

Business Heroes in Fact & Fiction (MBA)

Psychology

Introductory Psychology (UG)  
Industrial Psychology (UG)  
Human Cognition (UG)  
Work Motivation (Doc)  
Job Attitudes and Satisfaction (Doc)  
Leadership and Social Factors in Work  
Organizations (Doc)  
Thinking Processes (Doc)  
Theories of Leadership (Doc)

University Honors Program

Conceptions of Man's Nature from Plato to Rand (UG)

Freshman Seminars and Honors Program

Individual Rights from Cicero to Rand (UG)

University Service and Committee Work

Service - Representative Activities

Campus & Division

Campus P&T Review Committee  
Campus Library Committee  
Faculty Senate  
Campus Committee to select Associate Provost for  
Academic Affairs  
Chair & Member, Senate Adjunct Committee on  
Student Conduct  
General Committee on Student Affairs  
Individual Studies Tutor  
Division P&T Review Committee  
Faculty Grievance Panel  
Adjunct Committee on Human Relations  
Senate Adjunct Committee on Teaching Effectiveness  
Student Club Advisor  
Many talks to dormitories, and community  
organizations

College

Chair & member, Graduate Committee  
College P&T Study Committee

College Jr. & Senior Review Committees  
Professional Development Programs Teacher  
Ad hoc committee on class size  
College Committee to design new building  
Chair, Human Subjects Committee  
Chair & Member, College Teaching Committee  
Member, Long Rang Planning Committee  
Ad hoc salary review committee  
Executive Committee (1984-1996)  
Chair, Management & Organization Faculty (1984-  
1996)  
Judge, MBA Case Competition  
New Dean Search Committee  
Numerous Guest lectures  
Numerous Doctoral Dissertation Committees