

CURRICULUM VITAE  
**CHARLOTTE L. HOOPES**  
July 2024

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**ACADEMIC EXPERIENCE**

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2024-present    Assistant Professor of Business Administration  
Williams School of Commerce, Economics, and Politics, Washington and Lee University

2021-2024      Assistant Professor of Commerce, General Faculty  
McIntire School of Commerce, University of Virginia

2018-2021      Post-Doctoral Scholar, Behavioral Research at Darden Lab  
Darden School of Business, University of Virginia

Fall 2020        Lecturer, Organizational Behavior  
McIntire School of Commerce, University of Virginia

2012-2017      Research and Teaching Assistant, Organizational Behavior  
Kenan-Flagler Business School, University of North Carolina at Chapel Hill

Fall 2016 and    Instructor, Organizational Behavior  
Winter 2015    Kenan-Flagler Business School, University of North Carolina at Chapel Hill

Spring 2011     Teaching Assistant, Department of Finance  
Marriott School of Business, Brigham Young University

Fall 2010        Teaching Assistant, Department of Organizational Leadership and Strategy  
Marriott School of Business, Brigham Young University

2003-2005      Research Assistant, Department of Organizational Leadership and Strategy  
Marriott School of Business, Brigham Young University

**EDUCATION**

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**PhD**            Organizational Behavior  
2012-2018      Kenan-Flagler Business School, University of North Carolina at Chapel Hill

*Dissertation: Fit disrupted: Events at work and their effects on person-environment fit*

*Dissertation Committee: Jeffrey Edwards (Chair), Michael Christian, Shimul Melwani, Amy Kristof-Brown, Abbie Shipp*

**MBA**            General Management  
2009-2011      Marriott School of Business, Brigham Young University

**BS**              Accounting with second major in Spanish, University Honors  
2001-2005      Marriott School of Business, Brigham Young University

## RESEARCH

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To date, my research has primarily focused on person-environment (P-E) fit, which I use as a framework to better understand how individuals relate with one another, their jobs, and the organizations of which they are a part. In addition to P-E fit, I have published work on topics related to communication, leadership, and teams. I am currently engaged in research related to P-E fit as well as employment gaps.

Related to pedagogy, I have authored business case studies and an OER textbook, and continue work in each of these areas. I am also engaged in the scholarship of teaching and learning (SoTL), with current projects focusing on understanding how to increase the utility value of course content from the student perspective, as well as understanding how students experience the use of AI in different aspects of teaching and learning.

## RESEARCH IN PROGRESS

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**Hoopes, C. L.** The zone of indifference. (preparing for submission)

**Hoopes, C. L.** & Taggart, J. Utility value intervention in an introductory business course. (data analysis and writing stage)

Heng, Y.T. & **Hoopes, C. L.** Employment gaps. (writing stage)

**Hoopes, C. L.** Idealized fit at organizational entry. (writing stage)

## PEER-REVIEWED PUBLICATIONS

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Martin, S. R., Harrison, S. H., **Hoopes, C. L.**, Schroeder, J., Belmi, P. (2022). Talking shop: An exploration of how talking about work affects our initial interactions. *Organizational Behavior and Human Decision Processes*, Volume 168. ([LINK](#))

DeTienne, K. B., & **Hoopes, C.** (2009). The Hewlett-Packard and Compaq merger: A case study in business communication. *Journal of Organizational Behavior Education*, Volume 2, No. 1, pp. 27-46. ([LINK](#))

Seawright, K. K., DeTienne, K. B., Bernheisel, P., & **Larson, C. L. H.** (2008). An empirical examination of service recovery design. *Marketing Intelligence and Planning*, Volume 26, No. 3, pp. 253-274. ([LINK](#))

DeTienne, K. B., Dyer, G., **Hoopes, C.**, & Harris, S. (2004). Toward a model of effective knowledge management and directions for future research: Culture, leadership, and CKOs. *Journal of Leadership and Organizational Studies*, Volume 10, No. 4, pp. 26-43. ([LINK](#))

## PRACTITIONER PUBLICATIONS

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Hernandez, M., Khattab, J., & **Hoopes, C.** (2021). Why good leaders fail. *MIT Sloan Management Review*, Volume 62, No. 4. ([LINK](#))

## TEACHING MATERIALS AND CASE STUDIES

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**Hoopes, C.L.** (2024). [Foundations of Commerce](#). University of Virginia Library.

**Hoopes, C.L.** (2024). Elroy Air: A start-up gets off the ground. UVA-OB-1448. Darden Business Publishing.

**Hoopes, C.L.** (2024). Elroy Air teaching note. UVA-OB-1448TN. Darden Business Publishing.

**Hoopes, C.L.** (2024). Shibumi Shade: Riding the wave of a hit product. UVA-OB-1447. Darden Business Publishing.

**Hoopes, C.L.** (2024). Shibumi Shade teaching note. UVA-OB-1447TN. Darden Business Publishing.

**Hoopes, C. L.** (2004). The Hewlett-Packard and Compaq merger: A case study in business communication. *Arthur W. Page Society Journal*, pp. 25-34. ([LINK](#))

## **OTHER PUBLICATIONS**

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Pearsall, M. J., Christian, J. S., Kohn, J., Christian, M. S., Hofmann, D. H., & **Larson, C. H.** (2016). Overcoming temporal construal of future threats in teams. *Best Paper Proceedings of the Seventy-sixth Annual Meeting of the Academy of Management*. ([LINK](#))

**Hoopes, C.L.** (2005). The Hewlett-Packard and Compaq merger: A case study in business communication. (Honors Thesis). Brigham Young University, Provo, UT. ([LINK](#))

**Hoopes, C. L.** (2005). Service recovery expectations in unstable economies. *BYU Journal of Undergraduate Research*. ([LINK](#))

## **CONFERENCE PRESENTATIONS**

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**Hoopes, C.L.** (August 2019). Person-environment fit, events, and the zone of indifference. Paper presented at the 79<sup>th</sup> Annual Meeting of the Academy of Management, Boston, MA.

Khattab, J., **Hoopes, C.**, Hernandez, M., & Van Buren, M. (June 2019). Why good leaders fail: A P-E fit perspective on leader derailment. Presentation at the New Directions in Leadership Research conference, Fuqua School of Business, Duke University, Durham, NC.

**Larson, C. H.** (August 2016). Fit disrupted: Interruptions at work and their effects on person-environment fit. In **C. H. Larson** (Organizer), *Person-environment fit: Qualitative insights and new directions*. Showcase Symposium presented at the 76<sup>th</sup> Annual Meeting of the Academy of Management, Anaheim, CA.

Pearsall, M. J., Christian, J. S., Kohn, J., Christian, M. S., Hofmann, D. H., & **Larson, C. H.** (August 2016). Overcoming temporal construal of future threats in teams. Paper presented at the 76<sup>th</sup> Annual Meeting of the Academy of Management, Anaheim, CA.

**Larson, C. H.** (April 2016). Idealized fit in the selection process. In A. Vanderstikken, A. Van den Broeck & K. Proost (Chairs), *Expecting the unexpected: When fit and misfit lead to counterintuitive results*. Symposium presented at the 31<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

**Larson, C. H.**, Pearsall, M. J., Christian, M. S., & Kohn, J. L. (July 2014). The role of leadership in the selection of creative ideas in teams. Paper presented at the 9<sup>th</sup> Annual INGRoup Conference, Raleigh, NC.

**Larson, C. H.** (May 2014). Demands, abilities, and work-family conflict: A person-environment fit approach to work-to-family and family-to-work conflict. In K. M. Shockley (Chair), *All about fit: Using polynomial regression to advance stressor-well-being research*. Symposium presented at the 29<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

## **OTHER CONFERENCE ACTIVITIES**

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Selected participant, Organizational Behavior Division Doctoral Consortium (2016), 76<sup>th</sup> Annual Meeting of the Academy of Management, Anaheim, CA.

Participant, New Doctoral Student Consortium (2013), 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.

## **INVITED PRESENTATIONS**

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**Hoopes, C. L.** (February 2024). *Foundations of Commerce* OER eTextbook. UVA Library Open Educational Resources Workshop, Faculty Case Studies and Panel.

**Larson, C. H.** (August 2015). Person-environment fit. Presentation to the OB/HR Group at Brigham Young University, Provo, UT.

## **TEACHING**

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I am on the faculty at Washington and Lee University, where I teach *Management and Organizational Behavior* (BUS 217) at the Williams School. This course examines the factors which influence individual, group, and firm behavior in the context of the workplace. Topics include individual differences, motivation, leadership, business ethics, group behavior, decision making, and organizational design and change.

Between 2021 and 2024, I was on the faculty at the University of Virginia, where I taught approximately 1,000 students each academic year (across 6 to 7 sections of approximately 160 students each) in *Foundations of Commerce* (COMM 1800) at the McIntire School. This required pre-requisite for students applying to the commerce major introduced and integrated foundational concepts in business, including entrepreneurship, strategy, leadership, motivation, collaboration and teamwork, ethics, the role of business in society, marketing, accounting, finance, and careers. I designed all aspects of the course, including selecting all course materials, developing all lectures and in-class exercises, and creating all assignments, quizzes, and assessments. In addition, I created the full-length eTextbook and authored two of the in-depth case studies utilized in the course.

Prior to teaching *Foundations of Commerce*, I taught the management portion of *Behavioral Issues in Marketing and Management* (COMM 3020) in McIntire's Integrated Core Experience and *Leading and Managing* (BUSI 405) at the University of North Carolina's Kenan-Flagler Business School.

## **TEACHING EXPERIENCE**

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### ***Williams School of Commerce, Economics, and Politics, Washington and Lee University***

Fall 2024- present      Instructor for 4 sections per year of Management and Organizational Behavior (BUS 217), with an enrollment of approximately 22 students in each section

### ***McIntire School of Commerce, University of Virginia***

Fall 2021- Spring 2024      Instructor for 6-7 sections per year of *Foundations of Commerce* (COMM 1800), with an enrollment of approximately 160 students in each section; final semester average instructor rating (Spring 2024): 4.36/5.0 across three sections

Fall 2020      Instructor for undergraduate Organizational Behavior in the Integrated Core Experience (ICE), *Behavioral Issues in Marketing and Management* (COMM 3020), with an enrollment

of 92 students across two sections; average instructor rating: 4.4/5.0 across two sections; taught online due to Covid-19

***Darden School of Business, University of Virginia***

Fall 2018 Teaching Assistant to Dr. Morela Hernandez for MBA leadership core course

***Kenan-Flagler Business School, University of North Carolina at Chapel Hill***

Fall 2016 Instructor for semester-long core undergraduate Organizational Behavior course, *Leading and Managing* (BUSI 405), with an enrollment of 42 upper-level students; course delivery rating: 4.7/5.0

Spring 2015 Instructor for semester-long core undergraduate Organizational Behavior course, *Leading and Managing* (BUSI 405), with an enrollment of 45 upper-level students; course delivery rating: 4.5/5.0

2012-2017 Facilitator for day-long Executive MBA Team Development sessions for Dr. Mabel Miguel in *Leading and Managing* course; facilitator rating across 11 sessions: 4.6/5.0

2012-2017 Teaching Assistant to Dr. Mabel Miguel for Executive MBA *Leading and Managing*

2012-2014 Teaching Assistant to Dr. Matthew Pearsall for MBA *Leading and Managing*

***Marriott School of Business, Brigham Young University***

Winter 2011 Teaching Assistant to Dr. Bryan Sudweeks for *Financial Planning* (BUSM 418)

Fall 2010 Teaching Assistant to Dr. John Bingham for *Strategic HR Management* (MBA 548)

**PROFESSIONAL DEVELOPMENT AND TRAINING**

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Spring 2024 GenAI Faculty Learning Community, UVA Center for Teaching Excellence: Semester-long (6 sessions) program for faculty to “develop a better understanding of GenAI tools in course administration, assignments for students, and/or developing course policies”

Spring 2024 Embodied Teaching and Learning Reading Group, UVA Center for Teaching Excellence: Semester-long (4 sessions) program for faculty to “explore the role of embodied experience, interactions with our physical environments, and in-person relationships in teaching and learning”

2023-2024 SoTL Scholar Program, UVA Center for Teaching Excellence: Year-long program to engage in scholarly work around learning-centered teaching and course design; participation by application with professional development funds awarded upon completion

Fall 2023 Open Education Resources (OER) Learning Community: Semester-long (6 sessions) program for faculty to explore “inclusive teaching through open educational practice;” participation by application

2022-2023 Ignite Program, UVA Center for Teaching Excellence: Year-long development program for new faculty; participation by application with professional development funds awarded upon completion

- May 2022 Course Design Institute, UVA Center for Teaching Excellence: Week-long workshop on learning-focused course design
- Fall 2015 Future Faculty Fellowship Program, UNC Center for Faculty Excellence: Semester-long development program for advanced doctoral students; participation is by application and is supported with an honorarium
- Fall 2014 EDUC 862: Teaching and Professional Development; a semester-long UNC course

## **HONORS AND AWARDS**

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### *University of Virginia (Assistant Professor, General Faculty)*

- 2023 UVA Library Affordability & Equity “Create” Grant: \$5,000 award (with an additional \$1,000 to cover student wages) to develop Open Educational Resources

### *University of North Carolina at Chapel Hill (PhD student)*

- 2017-2018 UNC Graduate School Dissertation Completion Fellowship Award: full stipend, tuition, and insurance support, in lieu of funding from RA/TA service
- 2015 UNC Future Faculty Fellow: semester-long teaching development program for advanced doctoral students; participation by application and supported with an honorarium

### *Brigham Young University (MBA student)*

- 2010-2011 Ruth M. DeBernardi and Gerald L. Romney Scholarships
- 2009-2010 MBA Program Scholarship

### *Brigham Young University (Undergraduate student)*

- 2001-2005 BYU Heritage Scholarship: full-tuition award for four academic years, with supplemental spring/summer academic scholarships in 2001, 2003, 2004, and 2005
- 2004 \$1500 research grant from BYU’s Office of Research and Creative Activities to conduct service recovery research in Buenos Aires, Argentina
- 2004 Second prize (\$1500) in the Arthur W. Page Society Case Writing Competition, a national competition for the writing of original management case studies

## **PROFESSIONAL EXPERIENCE**

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- 2010 Financial Analyst Intern: Zions Bancorporation, Salt Lake City, UT
- 2006-2008 General Ledger Accountant: Ancestry.com, Provo, UT
- 2005-2006 Staff Accountant, Audit: Ernst & Young, Boston, MA
- 2004 Accounting Intern, Audit: Ernst & Young, Boston, MA