

JUDI McLEAN PARKS
Associate Dean for Diversity & Inclusion
Ruben C. Taylor, Jr., & Anne Carpenter Taylor Chaired Professor of Organizational Behavior
Washington University in St. Louis
Curriculum Vita

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EDUCATIONAL BACKGROUND

- Ph.D. : Organizational Behavior & Theory; Minor: Social Cognition & Judgment, University of Iowa, 1990.
- M.A. : Management Sciences, University of Iowa, May, 1988.
- B.B.A.: Management Information Systems, Iowa State University, May, 1985.

ACADEMIC POSITIONS

- 2002 - Ruben C. Taylor, Jr., & Anne Carpenter Taylor Chaired Professor of Organizational Behavior, Washington University in St. Louis
- 2011 Research Scholar & Mentor, Guanghua School of Management, Peking University
- 1999 – 2002 Full Professor of Organizational Behavior, John M. Olin School of Management, Washington University in St. Louis
- 1995 – 1999 Assistant Professor of Organizational Behavior, John M. Olin School of Management, Washington University in St. Louis
- 1990 – 1995 Assistant Professor, Industrial Relations Center, University of Minnesota
- 1994 (Summer) Visiting Scholar, Institute d'Administration des Entreprises, Université Jean Moulin Lyon III, Lyon, France.
- 1993 - 1994 Visiting Scholar, Johnson Graduate School of Business, Cornell University
- 1985 - 1990 Research Assistant, University of Iowa

NON-ACADEMIC EXPERIENCE

- 2016 - Board of Directors, Ripples Foundation USA
- 1978 - 1983 Self-employed Real Estate Broker, commercial & residential real estate
- 1983 - 1986 Free Lance Computer Programmer
- 1971 - 1978 American Telephone and Telegraph Company/Northwestern Bell: service representative & fraud investigator

ACADEMIC HONORS AND AWARDS

Washington University Diversity Grant Initiative, Early Career Professional Development Workshop for Traditionally Under-Represented Minorities in Business, \$24,000 with \$24,000 in matching funds (total, \$48,000), 2012; 2014. Special allocation for continuing the program, 2016, \$24,700.

Skandalaris Center for Research in Innovation & Entrepreneurship Grant, 2014.

Reid Teaching Award, awarded by Olin's graduating class *"to the professor whose enthusiasm and exceptional teaching most inspire, energize and transformed the students,"* 2011

Olin Award for research that transforms business, that *"best provides practical and performance-enhancing applications for business managers as judged by a panel of business executives and educators,"* Spring 2011.

Nominated to the Oxford Roundtable, Oxford University, Oxford, England

Gephardt Faculty Innovation Grant in Community-Based Teaching & Learning, 2008 – 2009

Boeing Center for Technology, Information & Manufacturing (BCTIM) Research Grant, 2007 – 2008

Best Paper, Entrepreneurship Division, 2006, Academy of Management Meetings, for: "Skirting the issues: Performance, perceptions and TMT demographics" (with Lyda Bigelow), SSRN downloads of conference paper, 67

International Association for Conflict Management, Outstanding Service Award, 2005

Best Paper runner up, International Association for Conflict Management Annual Conference, for: "Rules or Relationships: Scale Development of Universalism versus Particularism as Individual Values" (with Li Ma), SSRN downloads of conference paper: 110

Kauffman Foundation Skandalaris Center for Research in Innovation & Entrepreneurship, Research Grant, 2005 - 2008

Boeing Center for Technology, Information & Manufacturing (BCTIM) Research Grant, 2004 - 2005

Academy of Management, Outstanding Service Award, 2003 - 2004

Academy of Management, Outstanding Service Award, 2001 - 2002

Invited participant: Moving forward on Organizational Identity Research, Boston, MA, 2002

Academy of Management, Outstanding Service Award, 2000 - 2001

Academy of Management, Outstanding Service Award, 1999 - 2000

Winner of Citation of Excellence Award for one of the 50 most outstanding research articles published in the top 400 management journals in the world, for international recognition of outstanding contribution to the literature and body of knowledge (by ANBAR – now Emerald Management Review), for: "Fitting square pegs into round holes: Mapping the domain of contingent work arrangements onto the psychological contract," published in the Journal of Organizational Behavior, 1998, 19, 697 - 730 (with D. Kidder & D. Gallagher)

Best Paper, OB Division, 1998 Academy of Management Meetings, for: "Threats and Assaults in Unjust Work Environments: A Longitudinal Field Study" (with R. Folger, S. Robinson, J. Dietz, & R. Baron)

Invited participant, Organizational Identity Conference, Park City, Utah, 1997

Best Theory Paper, award presented at the 1996 International Association for Conflict Management for: "Backlash: Fact or fiction? A theoretical model for diversity training" (with Joe Banas)

Invited participant, Center for Values in Organizations Conference on Organizational Identity, Sundance, Utah, 1994

Dorothy Harlow Best Paper Runner Up, 1993 Academy of Management Meetings, for: "The good soldier: Who is (S)he?" (with Deborah Kidder)

Stanford Center for Advanced Study in the Behavioral Sciences Summer Research Fellow, Summer, 1992: Institute on Negotiation and Dispute Resolution

Irwin Dissertation Fellowship Grant, 1989-1990

Collegiate Activities Council Competitive Dissertation Research Grant, University of Iowa, 1989-1990

H.R. & Alberta Ponder Summer Research Award, University of Iowa, 1989

Teaching Commendation Award Letter from the Undergraduate Dean, University of Iowa, 1989

H.R. & Alberta Ponder Research Award, University of Iowa, 1987 and 1988

Academy of Management; Organizational Behavior and Organizational Theory Doctoral Consortia, 1987

H. R. and Alberta Ponder Merit PhD Fellowship Award Recipient, 1985-86 and 1986-87

Named Outstanding Adult Student, Iowa State University, 1985

Elected to Lampos Honorary, Iowa State University, 1985

Elected to Cardinal Key Honorary, Iowa State University, 1984

Elected to Sigma Alpha Iota Honorary, Iowa State University, 1970

PUBLICATIONS (*Citations as of 2011: SSCI: 803; Google Scholar: 3030; SSRN downloads 932*)

1. Benefits of Walking the Talk: Business Unit-Level Effects of Behavioral Integrity on Guest Satisfaction, Turnover and Hotel Profitability (with E. Tomlinson & T. Simons). Conditionally accepted, Cornell Hospitality Quarterly, 10: 2017, 1 – 18.
2. Skirting the issues: Experimental evidence of gender bias in IPO prospectus (with L. Bigelow, L. Lundmark & R. Wuebker), Journal of Management, 40: 6, 2014, 1732 - 1759.
 - a. *Top 10% of downloaded papers from SSRN*
3. Foreign workers in Saudi Arabia: A field study of role ambiguity, organizational identification, information seeking, organizational support and performance (with S. Showail & f. smith), The International Journal of Human Resource Management, 24: 21, 2013, 3957 - 3979.
4. Your good name: The relationship between perceived reputational risk & acceptability of negotiation tactics, Journal of Business Ethics, volume 106, 2012, 161 - 175 (with Li Ma).
5. Resource Commensurability & Ideological Elements of the Exchange Relationship, in L. Shore, J. Coyle-Shapiro & L. Tetrick (Eds), The Employee-Organization Relationship: Applications for the 21st Century, NY: Routledge, 2012, 113 - 138 (with faye smith).
6. Anticipating Happiness in a Future Negotiation: Anticipated Happiness, Propensity to Initiate a Negotiation, and Individual Outcomes, Negotiation & Conflict Management Research, volume 4: 3, 2011, 219 - 247 (with T. Kong & E. Tuncel).
7. Elasticity in the ‘rules’ of the game: Exploring organizational expedience, Human Relations, volume 63:5, 2010, 701 – 730 (with L. Ma & D. Gallagher).
8. Winners and Losers: Rethinking Performance-Based Pay (with J. Hesford; introduction by R. Mahoney), Directorship, June, 2010 (practitioner).
9. Systems of work-life balance: Private and Public Investments (with faye smith), Forum on Public Policy: A Journal of the Oxford Round Table, 2009.
10. Differences that make a difference: Gender in Conflict and Negotiation (with L. Ma). In Negotiation: the Art of Reaching Agreement (Søren Hilligsøe & Henning Sejer Jakobsen, Editors), 2008, 131 – 153.
11. The importance of behavioral integrity in a multi-cultural workplace, Center for Hospitality Research Report, 8: 13, 2008 ([*peer reviewed*] with T. Simons, R. Friedman, & L. Liu).
12. Racial differences in sensitivity to behavioral integrity: Attitudinal consequences, in-group effects, and “trickle down” among black and non-black employees, Journal of Applied Psychology, 92: 3, 2007, 650 - 665, (with T. Simons, R. Friedman, & L. Liu).
13. Ghost workers: new organizational realities. In P. Taylor & Manfusa Shams (Eds.), Developments in Work and Organizational Psychology: Implications for International Business, vol. 20, Amsterdam: Elsevier, LTD, 2006, 131 - 162 (with f. smith).

14. The name game: Employability evaluations of prototypical applicants with stereotypical female and male first names, Sex Roles, 52, 2005, 63 - 82 (with f. smith, F. Tabak, S. Showail, & J. Kleist).
15. Riding the waves of culture: A richer understanding of its impact. Executive MBA Council, 2005 (published online at: http://www.emba.org/exchange/exchange_expanded/092005/exp_exch_092005_3.htm; practitioner)
16. The employment relationship. In G.R. Ferris & J. Martocchio (Eds), Research in Personnel & Human Resources Management, JAI Press, Greenwich, CT, 2004, 291 -370 (with Tetrick, et al).
17. The fairness of decision rules, Journal of Management, Volume 3, 2004, 329 - 349 (with D. Conlon & C. Porter).
18. Conflicting stories: The state of the research in conflict, negotiation and trust. In J. Greenberg (Ed.), Organizational Behavior: The state of the science. Lawrence Erlbaum Associates, 2003, 283 - 324 (with K. Dirks).
19. Lambs among lions? The impact of ethical ideology on negotiation behaviors and outcomes. International Negotiation Journal, Special Issue on Ethics in Negotiation, volume 7, 2002, 235 - 260, (with J. Banas).
20. The good soldier: Who is (S)he? Journal of Organizational Behavior, volume 22: 8, 2001, 939 - 959 (with D. Kidder).
Runner up for the Academy of Management Dorothy Harlow Award
21. I pledge thee my troth ... contingently: Commitment and the Contingent Work Relationship, Human Resources Management Review, volume 11: 3, 2001, 181 - 208 (with D. Gallagher).
22. The manager giveth, the manager taketh away: Variation in distribution/recovery rules due to resource type and cultural orientation, Journal of Management, 25: 5, 723 - 757, 1999 (with D. Conlon, S. Ang & B. Bontempo).
23. Fitting square pegs into round holes: Mapping the domain of contingent work arrangements onto the psychological contract, Journal of Organizational Behavior, 19, 697 - 730, 1998 (with D. Kidder & D. Gallagher).
Among the 10% most frequently cited papers in the ANBAR International Management Database of 400 management journals (now Emerald Management Review), for outstanding contribution to the literature and body of knowledge.
24. Identification with Organizations: The dark side of organizational identification. In D. Whetton & P. Godfrey (Eds.), Identity in Organizations: Developing Theory through Conversations, 1998, Thousand Oaks, CA: Sage, pages 245 - 256 (with J. Dukerich & R. Kramer).
25. Organizational contracting: A rational exchange? Monograph in J. Halpern & R. Stern (Eds), Debating Rationality: Nonrational Aspects of Organizational Decision Making, 1998, Ithaca, NY: Cornell University Press. 168-210 (with f. smith).
26. The fourth arm of justice: The art and science of revenge. Monograph in R. Lewicki, B. Sheppard, and B. Bies' (Eds), Research on Negotiation in Organization, 1997, Greenwich, CT: JAI Press, 113-144.

27. The fair distribution of adventitious outcomes, Organizational Behavior and Human Decision Processes, 1996, Volume 67, 181-200 (with T. Boles, D. Conlon, E. DeSouza, W. Gatewood, K. Gibson, J. Halpern, D. Locke, P. Straub, G. Wilson & K. Murnighan).
28. Vivé la difference: Feminine and Masculine Approaches to Ambiguity in Negotiation. International Journal of Conflict Management, 1996, 45-70 (with J. Halpern).
29. Organizational citizenship and union participation: Measuring discretionary behaviors. In L. Tetrick & J. Barling (Eds), Changing Employment Relations: Behavioral and Social Perspectives, 1995, Washington DC: American Psychological Association Press, 311 - 331 ([peer reviewed]; with C. Fullagar & D. Gallagher).
30. Compensation Contracts: Do the Agency Theory Assumptions Predict Negotiated Agreements? Academy of Management Journal, 1995, volume 38:3, 821 - 838 (with E. Conlon).
31. Operationalizing the Outcomes of Union Commitment: The Dimensionality of Participation. Journal of Organizational Behavior, 1995, volume 16, 533-555 (with D. Gallagher & C. Fullagar).
32. Extra-role behaviors: In pursuit of construct & definitional clarity (A bridge over muddied waters). Monograph in B. Staw & L.L. Cummings (Eds.), Research in Organizational Behavior, 1995, volume 17, 215-285 (with L. Van Dyne & L. Cummings).
33. Validity evidence for the organizational commitment questionnaire in the Japanese corporate culture. Journal of Educational and Psychological Measurement, 1995, 278-290 (with M. White, L. Tetrault, D. Gallagher & M. Wakabayashi).
34. Trends: Till death us do part: The changing nature of organizational contracts and commitments. Journal of Organizational Behavior, Trends, volume 1, 1994, 111-136 (with D. Kidder).
35. When promises become contracts: Implied contracts and handbook provisions on job security, Human Resources Management, 1994, volume 33:3, 403-423 (with D. Schmedemann).
36. Contract formation through employee handbooks: Legal, psychological and empirical analyses. Wake Forest Law Review, 1994, 29, 647-718 (with D. Schmedemann).
37. The contracts of individuals and organizations. Monograph in L.L. Cummings and B. Staw's (Eds), Research in Organizational Behavior, 1993, Volume 15, Greenwich, CT: JAI Press, 1993, 1-43 (with D. Rousseau).
38. The evolution of compensation agreements in principal/agent dyads: An experiment. Academy of Management Journal, 1990, 603-622 (with E. Conlon).
39. Justification and the Processing of Information, Journal of Applied Social Psychology, 1990, 20:9, 703-723 (with E. Conlon).
40. Information Requests in the Context of Escalation, Journal of Applied Psychology, 1987, 72:3, 344-350 (with E. Conlon).

PUBLICATIONS IN BEST PAPERS PROCEEDINGS

1. Power corrupts: or does it? The relationship between power/powerlessness and the acceptability of questionable influence tactics (with Li Ma), International Association for Conflict Management SSRN Proceedings, IACM Annual Meetings (2004). SSRN downloads from conference paper: 421
Top 10% of downloaded papers from SSRN
2. Villain or Victim, and According to Who? (with D. Shapiro & M. Van Glinow), 7th Annual International Conference Promoting Business Ethics Proceedings (2000)
3. Threats and Assaults in Unjust Work Environments: A Longitudinal Field Study (with R. Folger, S. Robinson, J. Dietz, & R. Baron). 1998 Academy of Management Best Papers Proceedings. (Only top 10% of papers peer reviewed included in Best Papers Proceedings)
Winner of the Academy of Management Best Paper Award, OB Division
4. Perceived injustice and the framing of incentives in physician compensation contracts (with C. Coelho-Kamath). 1996 Academy of Management Best Papers Proceedings. (Only top 10% of papers peer reviewed included in Best Papers Proceedings)
5. You win some, you lose some: The framing of incentives in agency contracts (with C. Coelho-Kamath and D. Gallagher). 1995 Southern Academy of Management Meetings Best Papers Proceedings.
6. The Good Soldier: Who is (S)he? (with D. Kidder). 1993 Academy of Management Best Papers Proceedings. (Only top 10% of papers peer reviewed included in Best Papers Proceedings)
Runner up for the 1993 Dorothy Harlow Best Paper Award
7. The effects of monitoring and on compensation arrangements: An experiment on principal/agent dyads (with E. Conlon). 1988 Academy of Management Best Papers Proceedings. (Only top 10% of papers peer reviewed included in Best Papers Proceedings)
8. Justification and the Processing of Information (with E. Conlon). 1987 Academy of Management Best Papers Proceedings. (Only top 10% of papers peer reviewed included in Best Papers Proceedings)
9. Methodological Considerations in the Measurement of Union Participation: The Issue of a Multidimensional Construct (with D. Gallagher & K. Wetzel). 1987 Decision Sciences Institute Best Papers Proceedings.
10. Information Requests in the Escalation Context (with E. Conlon). 1986 Academy of Management Best Papers Proceedings. (Only top 10% of papers peer reviewed included in Best Papers Proceedings)

INVITED BOOK REVIEWS

Negotiation Analysis, by H. Peyton Young, for Journal of Organizational Behavior, 1994, 15: 3, 289 - 291.

The Unions and its Members: A Psychological Approach, by Julian Barling, Clive Fullagar, and E. Kevin Kelloway for Contemporary Psychology: A Journal of Reviews, 1994, 39:2, 199-200.

SUBMISSIONS

Honoring the Agreement, or Not? Defections in the Execution of Non-Binding Negotiations (with D. Gallagher, J. Lu & L. Ma). Under review, *Human Relations* (3rd round revision).

Face Threat Sensitivity in Negotiation: Effects on Feelings about Self, Feelings about Relationship and Concession Making, (with D. Kong, E. Tuncel & G. van Cleef). Under review, *Journal of Applied Psychology* (7th round revision).

A tapestry of meaning: Articulating organizational identity through identity frames and the pivotal identity space (with faye l. smith). Under review, *Journal of Organizational Behavior*.

GRANTS SUBMITTED

Darwin Initiative, Developing Entrepreneurial Skills & Biodiversity Gains (with C. Birkenshaw)

Scandalaris Center for Research in Innovation & Entrepreneurship Grant, 2012; 2014; 2016

Washington University Diversity Grant Initiative, Early Career Professional Development Workshop for Traditionally Under-Represented Minorities in Business, 2013

Gephardt Faculty Innovation Grant in Community-Based Teaching & Learning, 2008 – 2009

Boeing Center for Technology, Information & Manufacturing (BCTIM) Research Grant, 2007 – 200

Kauffman Foundation Skandalaris Center for Research in Innovation & Entrepreneurship, Research Grant, 2005 - 2008

Boeing Center for Technology, Information & Manufacturing (BCTIM) Research Grant, 2004 - 2005

WORKING PAPERS/DRAFTS/PROJECT in PROGRESS

In the eye of the beholder: The social construction of leader identity (with faye smith), working draft, targeted journal: *Academy of Management Review*.

Dividing the indivisible: How much of your soul are you willing to sell? (with M. Huang, S. Showail & f. smith), working draft.

Adam Smith in real time: The genesis of a partnership (with R. Ludovic, M. Rabarimanarivo, N. & Rakotoarivelo), working draft, expected submission, September 2018.

The madness of crowds and the emergence of collective (re)action. Theory paper addressing gap in the literature exploring positive and negative collective actions via tightly and loosely coupled networks.

In search of clarity: The construct of psychological ownership (with L. Ma & Jack Zhang), a meta-analysis being added to original first draft completed, targeted journal, *Academy of Management Review*.

Dancing backwards while wearing high heels, Act 1: Activist investors & the female CEO (with L. Bigelow); A PWC study indicates that companies with female CEOs are disproportionately the focus of activist investors. Yet with relatively few female CEOs, this finding may simply be due to the small sample of female CEOs. This research will be a controlled study involving financial services professionals. Participants will be provided with company, CEO, board, financials etc. on fictitious companies and asked their evaluation of the likelihood of activist investors based on CEO sex and other factors. Materials are being completed and a potential sample identified. This research parallels our methodology of our earlier study, published in 2014.

Dancing backwards while wearing high heels, Act 2: Activist investors & the female CEO (with L. Bigelow). Records from Fortune 1000 being assembled to explore the field evidence for activist investors, the type of activism, company/board/leadership characteristics, etc. that can predict attempted involvement by activist investors (Social Activism, including issues such as income inequality, the environment, use of child labor overseas, etc.; Governance issues, such as CEO pay, risk management, board tenure, classified vs. unclassified boards; underperforming or undervalued company; proxy access issues; to sell off assets and gut company, etc.). Currently assembling field database over last quarter century.

Time for some omphaloskepsis: An ethnographic study of organizational behavior scholarship (with J. Hesford: data analyzed, paper being drafted).

The madness of crowds: What we can learn about speculative bubbles and group delusions from colonial witchcraft trials in America; records from 302 witchcraft trials have been identified; trial transcripts will be content analyzed along with other colonial records (e.g. socio-economic class of accused, accusers, jurors & judges, proximity effects, prior experiences (e.g. King Phillip's War, Schenectady Massacre) and degree to which individuals in various categories are tightly or loosely coupled, along demographic, economic, physical, familial and social lines. Currently working to add records from historical and geographical records to these 302 accused witches.

Breaking all the rules: Organizational expedience and behavioral integrity in intreprenurial endeavors in organizations (with L. Ma & D. Gallagher), ongoing data analysis for targeted journal, Administrative Science Quarterly.

Concession patterns and signaling effects in negotiations: A survival analysis of offers and counteroffers, working draft (with L. Ma, S. Showail, M. Xu and H. Zhang). SSRN downloads of conference paper: 162

Give some or take some: Ethics, performance and the framing of incentives (with James Hesford, Li Ma, Chris Long). Data collection complete; data currently being analyzed; targeted journal is Academy of Management Journal.

The Price of Empty Words: Department-Level Effects on Discretionary Service Behaviors and Business Unit-Level Effects on Profitability (with T. Simons & E. Tomlinson). Working draft: targeted journal: Journal of Management. Working draft.

Playing Fast and Loose: Perceived Acceptability of Questionable Negotiation Tactics in China, Lebanon, and the United States (with S. Showail & L. Ma), working draft.

PAPER PRESENTATIONS & PRESENTATIONS (by academic year)

- 2019** When differences make a difference, presentation at Consortium, November, 2019.
- 2017** Missouri Botanical Garden Trustees: *When you come to a fork in the road – take it: Sustainability and entrepreneurial endeavors as economic stimulus in rural subsistence communities in Madagascar*, March 2017.
- 2016** *In the eye of the beholder: The social construction of leader identity* (with faye smith). Academy of Management Annual Meetings, OB Division, Anaheim, CA.
- 2015–2016** Deloitte CEO Round Table: Featured speaker/panelist, *Do activist investors target female CEOs?* October 2015.
- 2015–2016** Weidenbaum Corporate Leaders Breakfast: Featured speaker: *Give and take: Incentive framing in compensation contracts*, December 2015.
- 2014–2015** *Department level & business unit level effects of behavioral integrity* (with T. Simons & E. Tomlinson). Academy of Management Annual Meetings, Vancouver, British Columbia (August 7 – 11).
- 2013–2014** *Dividing the indivisible: How much of your soul are you willing to sell?* (with M. Huang, S. Showail & f. smith), paper presented at the 2013 International Association for Conflict Management Meetings, Tacoma, WA (June 30 – July 3).
- Violation of cooperative expectations in negotiation: Effects on subjective and objective value* (with E. Tuncel & D. Kong), 2013 European Academy of Management Meeting (Istanbul, June).
- 2012–2013** *Face Threat Sensitivity in Negotiation: Effects on Feelings about Self, Feelings about Relationship and Concession Making*, (with D. Kong, E. Tuncel & G. van Cleef), 2012 Academy of Management Annual Meetings, Boston (August).
- Identity & the “terrazzo problem,”* invited participant, National Character & Leadership Symposium’s 2012 Scholars’ Forum, United States Air Force Academy, CO, February 2012.
- International Association for Chinese Management Research (funded by CISCO): Academy of Management Journal Special Issue Workshop: Research Mentor, Beijing, China, October, 2011.
- 2010–2011** *Anticipated happiness as an expected resource in the future: Anticipated happiness and individuals’ decisions in negotiations settings* (with D. Kong & E. Tuncel). Accepted for presentation for the 2010 Academy of Management, Montreal.
- Breaking rules and getting things done: Organizational expedience and intrapreneurship* (with L. Ma and D. Gallagher). Accepted for presentation for 2010 Academy of Management Meetings.
- 2009–2010** *When you get to a fork in the road – take it: Sustainability and entrepreneurial endeavors as economic stimulus in rural subsistence communities in Madagascar*. Invited colloquium, Utah State University.
- Breaking all the rules: Organizational expedience and behavioral integrity in intrapreneurial endeavors in organizations*. Invited research workshop, Utah State University.
- Give and take: Incentive framing in compensation contracts* (with J. Hesford), paper presented at the

American Accounting Association Annual Meetings, Management Accounting Section, Seattle, WA, January 2010.

Factors impacting perceived acceptability & reputational risks of questionable tactics in negotiation (with L. Ma & S. Showail), accepted for presentation at the Academy of Management Meetings, Conflict Management Division, Chicago, IL, August 2009.

Developing face threat sensitivity measures & and using them in negotiation (with D. Kong & E. Tuncel), accepted for presentation at the Academy of Management Meetings, Conflict Management Division, Chicago, IL, August 2009.

Tidy lives: A portfolio of values & investments (with faye smith), invited presentation for the Oxford Round Table, St Anne's College, University of Oxford, Oxford, England, July 2009.

2008–2009 *Building theory for conflict management: The good, the bad, and the ugly*. Invited paper presented at National Yunlin University of Science and Technology, Douliou, Yunlin, Taiwan, June 2009.

Building theory for conflict management: The good, the bad, and the ugly. Invited paper presented at National Taiwan University, Taipei, Taiwan, June 2009.

Give and take: Incentive framing in compensation contracts (with J. Hesford), accepted for presentation at the 2009 American Accounting Association Meetings, New York, NY

Give and take: Incentive framing in compensation contracts (with J. Hesford), accepted for presentation at 2009 Ohio American Accounting Association Meetings, Cleveland, OH.

2007-2008 *Behavioral Integrity and Elasticity in the Rules of the Game* (with L. Ma), accepted for presentation at the 2008 Academy of Management Meetings, Anaheim, CA

Give & Take: The Framing of Incentives in Compensation Contracts (with J. Hesford), invited presentation, University of Southern California, University of Utah, St Louis University, University of Winnipeg.

2006-2007 *Rules or Relationships: Scale Development of Universalism versus Particularism as Individual Values* (with L. Ma). Accepted for presentation at International Association for Conflict Management Annual Conference (Budapest, Hungary). *Runner up: Best Paper Award*. SSRN downloads of conference paper: 162

Elasticity in the Rules of the Game: Exploring organizational expedience (with Gallagher, Ma & McDonald). Accepted for presentation at 2006 Academy of Management Meetings (OB Division), Atlanta, GA.

Skirting the issues: Performance, perceptions and TMT demographics (with Lyda Bigelow). Accepted for presentation at 2006 Academy of Management Meetings (Entrepreneurship Division), Atlanta, GA.

Winner of the Academy of Management Best Paper Award, Entrepreneurship Division

2005-2006 *Concessions in negotiations: The roles of initial assessment and signaling on outcomes of a negotiated agreement*. Presentation at International Association for Conflict Management Meetings (IACM), Montreal, June 2006 (with R. Campagna, L. Ma, & S. Showail)

Being the same and being different simultaneously: Identifying (or not) with the organization. Accepted for presentation at International Association for Conflict Management Meetings (IACM), Montreal, June 2006 (with R. Campagna, D. Gallagher, M. Ma, and M. MacDonald); SSRN downloads of conference paper: 162

Our good name: Organizational identity and reputation repair. Paper presented at International Association for Conflict Management Meetings (IACM), Montreal, June 2006 (with R. Campagna & f. smith)

2004-2005 Power corrupts, or does it? The influence of power and gender on the acceptability of negotiation tactics (with Li Ma). Accepted for presentation at 2004 International Association for Conflict Management meetings, Pittsburgh, PA. SSRN downloads from conference paper: 421

Non-standard work arrangements: New directions for research and theory. Accepted for presentation at Symposium for the 2004 Academy of Management Meetings, OB Division, New Orleans, LA

2002-2003 Workplace democracy: Exploring issues of free speech at work. Accepted for presentation at All Academy Showcase Symposium, 2003 Academy of Management Meetings, Seattle, WA

2001-2002 Research Workshop Networks: A Methodology For Developing The Employee-Organization Relationship, discussant: View from the psychological contracts perspective. Symposium, 2002 Academy of Management Meetings, Denver, CO.

Creating organizational identity: The dynamic processes of communication and articulation. Invited paper and presentation, Organizational Identity Conference, May, 2002, Boston, MA.

Empty Words: The Impact of Perceived Managerial Integrity on Employees, Customers and Profits (with T. Simons), Accepted for presentation at Symposium, 2002 SIOP meetings.

2000-2001 U.S. President Clinton's Leadership: Differing Views Across the Globe (with M. Van Glinow & D. Shapiro). Accepted for presentation at 2001 Academy of Management Meetings, Washington DC.

Winners & Losers: Physician compensation contracts in the US. Invited presentation, Queens University, Kingston, ON, March, 2001.

Beyond the Service-Profit Chain: The Impact of Managerial Integrity on Customers and Profits (with T. Simons). 2001 CU2 Joint Conference in Hospitality and Tourism, Hong Kong.

1999-2000 Villain or Victim, and According to Who? (With D. Shapiro & M. Van Glinow). 7th Annual International Conference Promoting Business Ethics, New York, September, 2000.

Love is blind and forgiveness divine: Reactions to a leader's transgressions (with D. Shapiro & M. Van Glinow). Symposium, 2000 Academy of Management Meetings, Toronto.

Reactions to resource distributions and recoveries: The impact of rules and resources (with D. Conlon & C. Porter). Accepted for presentation at 2000 IACM Meetings, St. Louis, June, 2000.

Through multi-colored glasses: Using proverbs to explore cultural profiles (with E. Burris, M. Thomas-Hunt & D. Kidder). Accepted for presentation at 2000 IACM Meetings, St. Louis, MO.

An overview of current research on contingent work and psychological contracts. Invited address presented at the EU conference on the Labour Market Workshop in Dublin, May, 2000.

Organizational Identity: The ongoing puzzle of definition and redefinition (with f. smith). Presentation at 2000 Academy of Management Meetings, Managerial and Organizational Cognition Division, Toronto, CA.

The sequential impact of behavioral integrity on trust, commitment, discretionary service behavior, customer satisfaction and profitability (with T. Simons). Accepted for presentation at 2000 Academy of Management Meetings, Organizational Behavior Division, Toronto, CA.

1998-1999 From titles to tatoos: Physical identity markers and social identity. Showcase symposium, 1999 Academy of Management Meetings, Chicago, IL, Managerial & Organizational Cognition, Organizational Behavior, and Organizational Management & Theory Divisions (with K. Elsbach, M. Thomas-Hunt, M. Pratt, J. Dukerich, A. Rafaelli, M. Glynn, J. Simmons, K. Dickson)

A scarlet letter? Identity markers and their meaning. Invited workshop, University of North Carolina at Chapel Hill, April, 1999.

A scarlet letter: Identity markers and their meaning across cultures and demographic groups. 1999 International Association for Conflict Management, San Sebastian, Spain (with Melissa Thomas-Hunt).

Why bad leaders stay in good (high ranking) places, 1999 International Association for Conflict Management, San Sebastian, Spain (with Debra Shapiro & Mary Ann Van Glinow).

1997-1998 Challenges to the psychological contract at work: International insights. Symposium, 24th Annual International Congress of Applied Psychology, August 9 - 14, 1998, San Francisco, CA.

Behind a veil or in a frame: An environmental social dilemma. Accepted for presentation at 1998 International Association for Conflict Management Meetings, Baltimore, MD (with Tonya Ogden).

Research on organizational identification: Mapping the domain. Showcase symposium, 1997 Academy of Management Meetings, Boston, MA (with B. Ashforth, J. Barker, J. Dukerich, K. Elsbach, M. Glynn, C. V. Harquail) Jointly sponsored by MOC, OB, and OMT divisions.

1996-1997 McLean Parks, J., Gallagher, D., & Kidder, D. Psychological Contracts in the Context of Contingent and Temporary Work (with D. Kidder & D. Gallagher). Invited paper presented at the Workshop on Changes in Psychological Contracts, WORC/Tilburg University, The Netherlands, December 9-10, 1996.

Ties that bind -- or not? The changing psychological contract and employee deviance. Workshop presented at University of Missouri at Columbia, November, 1996.

Violence by Disgruntled Employees: Evidence on Injustice and Popcorn Effects (with R. Folger & B. Barron). All Academy Showcase Symposium for the 1996 Academy of Management Meetings, Cincinnati, OH.

Perceived injustice and the framing of incentives in physician compensation contracts (with C. Coelho-Kamath). Accepted for presentation at 1996 Academy of Management Meetings, Cincinnati, OH, and published in the Best Papers Proceedings.

Expectations surrounding the distribution of adventitious outcomes: The impact of race and gender (with J. Halpern, T. Boles, D. Conlon, E. DeSouza, W. Gatewood, & J. K. Murnighan). Accepted for presentation at 1996 International Conflict Association Meetings, Ithaca, NY.

Backlash: Fact or fiction? A theoretical model for diversity training (with J. Banas). Accepted for presentation at 1996 International Association for Conflict Management Meetings, Ithaca, NY.

Winner of the Best Theoretical Contribution Award, International Association for Conflict Management

Sweet Justice: Revenge and retribution as forgotten forms of organizational justice. Invited paper presented at the 1996 Research in Negotiations in Organizations Conference, Duke University.

Through the looking glass: What can researchers learn from exploring deviance? Symposium paper, All-Academy Showcase Symposium, 1996 Academy of Management Meetings, Cincinnati, OH.

1995-1996 Defining Deviance in the Workplace: Differing Traditions and Perspectives (with R. Arvey, R. Bennett, R. Bies, L. Cummings, S. Robinson, & T. Tripp). Symposium, 1995 Academy of Management Meetings, Vancouver, BC, OB and Conflict Management Divisions.

You win some, you lose some: The framing of incentives in agency contracts (with C. Coelho-Kamath & D. Gallagher). Accepted for presentation at 1995 Southern Academy of Management Meetings, Orlando, FL, and published in the Best Papers Proceedings.

Psychological Contracts and Organizational Identity. Invited paper presented at the 1995 Organizational Identity Conference, Deer Valley, UT.

Nobody wants to be the Grinch: Evidence for variation in resource distribution/recovery rules in the US and Singapore (with D. Conlon, S. Ang & B. Bontempo). Accepted for presentation at 1995 Academy of Management Meetings, Vancouver, BC, Conflict Management Division.

In the eyes of the beholders: an idiosyncratic measure of the psychological contract (with L. Van Dyne). Symposium paper, 1995 Academy of Management Meetings, Vancouver, BC, Joint OB/Research Methods Division Symposia, S. Robinson & J. McLean Parks, Symposia Chairs.

Ties that bind – or not? The changing psychological contract and employee deviance. Workshop presented at Columbia University (New York, NY), Notre Dame University (Southbend, IN), Georgetown University (Washington D.C.), University of Delaware (Newark, DE), and Washington University (St. Louis, MO).

- 1994-1995** A model of workplace violence (with R. Arvey). Symposium paper, 1994 Academy of Management Meetings as part of a symposium, Understanding Violence at Work, with other participants: S. Freedman, R. Tonowski, R. DeFrank, M. Saxton, Deniz Ones, C. Viswesvaran, F. Schmidt, A. Reiss, P. Caproni, J. Finey, and J. Greenberg.

Can we find the good soldiers? A meta-analytic review of the good soldier syndrome (with C. Mahoney & D. Ostgaard). Accepted for presentation at 1994 Academy of Management Meetings, Dallas, TX.

The fair distribution of adventitious outcomes (T. Boles, D. Conlon, E. DeSouza, W. Gatewood, K. Gibson, J. Halpern, D. Locke, P. Straub, G. Wilson, & J. K. Murnighan). Accepted for presentation at 1994 Academy of Management Meetings, Dallas, TX, Conflict Management Division.

The unknown soldier: where can we find her? (with C. Mahoney) Accepted for presentation at 1994 meetings of the Society for the Advancement of Socio-Economics, Paris, France.

Feminine and masculine approaches to ambiguity in negotiation (with J. Halpern). Accepted for presentation at 1994 Behavioral Decision Research in Management Conference, May, MIT.

- 1993-1994** Operationalizing the outcomes of union commitment: The dimensionality of participation (with D. Gallagher & C. Fullagar). Invited paper, 1993 Workshop on Union Commitment, Free University, Amsterdam, Netherlands.

The Good Soldier: Who is (S)he? (with D. Kidder). Accepted for presentation at 1993 Academy of Management Meetings, Atlanta, GA, and published in the Proceedings. Paper named as runner up for the 1993 Dorothy Harlow Award.

The relationship between resource category, individualism-collectivism, and allocation rule: A research agenda (with D. Conlon & B. Bontempo). Accepted for presentation at 1993 International Association for Conflict Management Meetings, Brussels, Belgium.

Union Participation: the OCBs of Voluntary Organizations (with D. Gallagher, C. Fullagar & P. Clark), invited panel presentation, 1994 APA Conference on the Psychology of IR Under Changing Employment Relationships: An International Perspective, Detroit, MI.

Riding the herd: The effects of employment gaps on employability and income: Males or females – who suffers most (with J., Kleist, f. smith, S. Saad). Accepted for presentation at 1993 Academy of Management Meetings, Atlanta, GA, HR Division.

- 1992-1993** Compensation Contracts: Content analyses of Negotiated Agreements. Invited workshop, Oklahoma State University, Stillwater, OK, Feb., 1993.

Organizational contracting: A rational exchange? Invited presentation, 1993 Pierce Memorial Conference, Cornell University, Ithaca, NY.

The manipulation of emotionality in the context of negotiation. Invited workshop, University of Washington, May, 1993.

Negotiating compensation contracts: Do the agency theory assumptions apply? (with E. Conlon) Accepted for presentation at 1992 Academy of Management Meetings, Las Vegas, NV.

Pine River Promises: A policy capturing analysis of the legal and organizational properties of employee handbook provisions on job security (with D. Schmedemann). Accepted for presentation at 1992 Academy of Management Meetings, Las Vegas, NV.

1991-1992 The role of incomplete contracts & their governance in delinquency, in-role, and extra-role behaviors. Symposium paper, 1992 SIOP meetings, Montreal, CA.

The effects of social distance and contractual specificity on citizenship behaviors: An experimental test (with E. Conlon). Accepted for presentation at 1991 Academy of Management Meetings, Miami, FL, OB Division.

1989-1990 Contracts as a control metaphor for relationships in organizations: The effects of social distance and contractual specificity, presented at Northwestern University, Purdue University, University of Indiana, University of Minnesota, Washington University (St. Louis), Texas A&M University, Tulane University.

The contract metaphor in organizational sciences (with E. Conlon). Theory paper, Accepted for presentation at 1989 Academy of Management Meetings, Washington, D.C., O.T. Division.

1988-1989 The effects of monitoring and tradition on compensation arrangements: An experiment on principal/agent dyads (with E. Conlon). Accepted for presentation at 1988 Academy of Management Meetings, Anaheim, CA., and published in the Proceedings.

1987-1988 Justification and the Processing of Information (with E. Conlon). Accepted for presentation at 1987 Academy of Management Meetings, New Orleans, LA., and published in the Proceedings.

Methodological Considerations in the Measurement of Union Participation: The Issue of a Multidimensional Construct (with D. Gallagher, & K. Wetzel). Accepted for presentation at 1987 Annual Meeting of the Decision Sciences Institute, Organizational Theory and Behavior Division, Boston, MA., and published in the Proceedings.

1986-1987 Information Requests in the Escalation Context (with E. Conlon). Accepted for presentation at 1986 Academy of Management Meetings, Chicago, IL., and published in the Proceedings.

ANNUAL MEETINGS ATTENDED (not listed above)

2019: SHRM Diversity & Inclusion Conference, New Orleans, October 2019.

2018: SHRM Diversity & Inclusion Conference, San Francisco, October 2018.

THESIS: Contracts as a control metaphor for relationships in organizations: The effects of social distance and contractual specificity, unpublished doctoral dissertation, University of Iowa, May, 1990. Edward J. Conlon, Chair.

RESEARCH & GRANT FUNDING

Scandalaris Center for Research in Innovation & Entrepreneurship Grant, 2014 - 2015, \$12,500.

Washington University Diversity Grant Initiative, *Early Career Professional Development Workshop for Traditionally Under-Represented Minorities in Business*, \$24,000 with \$24,000 in matching funds (total, \$48,000), 2012; 2014. Special allocation for continuing the program, 2016, \$24,700.

Advancing innovation and productivity through workers. Boeing Center for Technology, Information and Manufacturing (BCTIM) Research Support Grant, \$30,000, July 2007.

Cultivating & combining innovation's essential ingredients: *The development and integration of control, trust and fairness in entrepreneurial contexts*, (with Chris Long, co-principle investigator). Kauffman Center for Research in Innovation and Entrepreneurship, November, 2004, \$65,000.

Ghost Workers, Boeing Center for Technology, Information & Manufacturing (BCTIM) Research Support Grant, \$30,000, July 2005.

An examination of perpetrator characteristics and contextual/environmental determinants of workplace violence, McKnight-BER summer research grant, U. of Minnesota, June, 1994 - December, 1995.

Are we getting better? Or just getting older... Role Stereotypes of Older workers in a changing workplace, CURA research grant, Humphrey Institute on Public Policy, July, 1993 - June, 1994.

The relationship between resource category, allocation rule, and collectivism, McKnight-BER summer research grant, U. of Minnesota, June, 1993 - May, 1994.

Pine River Promises. With Deborah Schmedemann, William Mitchell College of Law. Fund for Labor Relations Studies, Ann Arbor, MI, 1993 - 1994, addition to previous grant.

The relationship between resource category, allocation rule, and collectivism, International Program Development Research Grant, U. of Minnesota, June, 1993 - May, 1994.

Governance Structures in Organizational Contracts, Grant-in-Aid of Research, Artistry and Scholarship, U. of Minnesota, July 1992 - June, 1993.

Pine River Promises. With Deborah Schmedemann, William Mitchell College of Law. Fund for Labor Relations Studies, Ann Arbor, MI, 1992 - 1993.

Governance in Contractual Relationships: A laboratory test, McKnight Business and Economics Research Grants, Carlson School of Management, U. of Minnesota, July 1991 - June, 1992.

Contracts as a control metaphor in organizational sciences: The effects of social distance and contractual specificity. Dissertation proposal funded by Richard D. Irwin Doctoral Fellowship, 1989-1990.

Collegiate Activities Council Competitive Dissertation Research Grant, U. of Iowa, 1989-1990.

Agency vs Institutional Explanations for Negotiated Compensation Agreements: An Integration and Experimental Test. Professional Education Research Fellowship funded by the National Institute for Dispute Resolution, 1988-89.

The Contract Metaphor in Organizational Sciences. Summer research proposal funded by H. R. & Alberta Ponder Research Fund, Summer, U. of Iowa, 1989.

Emergent Compensation Agreements in Principal-Agent Dyads: Scarcity and Munificence. Research grant proposal funded by H. R. & Alberta Ponder Research Fund, U. of Iowa, 1988.

The Effects of Monitoring and Tradition on Compensation Agreements between Principals and Agents. Research grant proposal funded by H. R. & Alberta Ponder Research Fund, U. of Iowa, 1987.

EXECUTIVE PRESENTATIONS & SEMINARS (selected examples)

The Art of Story Telling, Professional Development Workshop session for early career development for traditionally underrepresented minorities in academe; 2016; 2017; 2019

Getting the Deal you Want: Negotiating vs. Persuading, Alumni & Development, Washington University in St. Louis, 2013.

Women (progress) and Negotiation, Women of the Lab, Washington University in St. Louis School of Medicine, November 2013.

Crossing the Great Divide: From Informal to Formal Leadership, AWF Women's Leadership Symposium, sponsored by the Provost's office, April 2012.

Breaking down the barriers: Workplace Realities for women. NAMBA, Olin Business School, St Louis, MO, April 2011.

Breaking down the barriers: Workplace Realities for women. St Louis Business Journal's Women's Leadership Conference, St Louis, MO, January 2011

Managing Diversity & Inclusion, Edward D. Jones Executive Summit on Diversity, November 2010

Negotiations & Conflict Resolution, King Fahad Medical Center, Riyadh, Saudi Arabia, Healthcare Administration Program with Washington University

Breaking down the barriers: Workplace realities for women. Olin Speakers Forum & Namba, John M. Olin School Business School, St Louis, MO April 2008

Breaking down the barriers: Workplace realities for women. St Louis Business Journal's Women's Leadership Conference, St Louis, MO, October 2007

The Art of the Deal: Missouri Venture Capital Forum, St. Louis, MO, May 2006

Elliott Society Presentation, Breaking down barriers: Strategic negotiations for Women, Washington University, 2006

Knight Center Thought Leadership Conference, Walking the Talk: The Role of Behavioral Integrity in Bottom Line Performance, Washington University, Olin School of Business, Fall, 2006

"Vivé la difference? Masculine and feminine approaches to negotiation and conflict resolution": James S. McDonnell Foundation, Fall, 2004; Washington University Office of Human Resources, HR Unit Managers Brown Bag Series, Fall, 2004

The Art of the Deal, Quilogy: Annual Meeting, St. Charles, MO, Spring 2003; FBI Crime Lab Directors' Annual Meeting, St. Louis, MO, Fall 2002

Working women *still* don't have wives. John M. Olin School of Business, Women's Leadership Conference, 2003; Washington University Alumni Club presentation, Cleveland, OH, April, 2002; Washington University Alumni Club presentation, Kansas City, MO, April, 2002; 21st Century Leadership Conference, 2001.

Speak softly & carry a big stick: The art & science of negotiation, O'Fallon City managers.

Making an offer they can't refuse: The manager as negotiator, Amsterdam Comptrollers Program.

Software of the mind: Cross cultural training, training seminar for the Economics Institute, Boulder, Colorado.

Negotiation, not litigation, continuing education seminar for Polsinelli, White & Vardeman, Attorneys at Law

The boiling pot: Negotiation & conflict resolution in cross-cultural settings, training seminar for Arthur Andersen Consulting.

Multiple People, Multiple Lenses: Resolving the Conflicts, diversity seminar for Arthur Andersen Consulting.

Glass ceilings & glass walls: reality or workplace myth? Second Women's Summit, sponsored by the National Council on Jewish Women and Junior League of St. Louis

Conflict management: Extending the model. 1998 Training Seminar, Century Club.

What's so good about doing bad? Revenge & Violence in the workplace. St. Louis Rotarians.

From competition to cooperation: Teams and team decision making. Amsterdam Comptrollers Program.

Renegotiating the psychological contract: How to avoid violation. Management Training Seminar, Kaiser-Permanente, Fall, Pasadena, CA.

The Psychological Contract: Renegotiation or violation? Kaiser-Permanente Regional Directors' Meeting, San Diego, CA.

The new employment relationship: Psychological contracts and the changing organization, CAHRS Annual Sponsors Meetings, Ithaca, NY.

CONSULTING & Tailored Training (selected examples)

Amsterdam Comptrollers	Accenture/Andersen Consulting
Bristol Hotels	City of O'Fallon
Economics Institute	FBI Crime Labs
Kaiser-Permanente	Monsanto
Missouri Venture Capital Forum	Polsinelli, White & Vardeman
Syracuse University	Quilogy
Edward D. Jones	US Air Force

GUEST/SUBJECT MATTER MEDIA EXPERT (selected examples)

Dow Jones
 Fox News, St Louis, MO
 Channel 5 (St. Louis) November Sweeps Programming
 Minnesota Public Radio: All things considered
 Los Angeles Times feature on revenge in the workplace, by Susan Vaughn
 Minnesota Public Radio
 WALE-AM Radio
 CNBC Power Lunch Program
 Workplace, nationally syndicated column by Sherwood Ross for Reuters
 US News & World Reports
 Mika Brzezinski (provided information for her book: Knowing your value: Women, money and getting what you're worth, 2012, Weinstein Books)

TEACHING EXPERIENCE

Brookings Institute, Washington DC:

The Art & Science of Negotiation (joint program for Masters of Public Administration with Olin School of Business; executive program)

Olin School of Business, Washington University:

Business Management for Non-Profit Leadership
 Directed Studies (Eileen Bayer, BSBA): Impact of cultural differences and socio-cultural aspects of business on change implementation.
 Sustainable Development & Conservation: Madagascar (semester + trip)
 Community Development & Environmental Preservation through Entrepreneurial Collaboration (semester + intercession course for all programs at University)
 Cultural Issues in Global Management (MBA - Mini)
 Current Issues in International Trade & Finance: Socio-cultural factors (Undergraduate - Mini equivalent)
 Global Management Studies: Healthcare Systems in Dubai & Oman (MBA - Mini with trip to relevant country)
 Global Management Studies: Socialism vs. Capitalism in Cuba (MBA - Mini with trip to relevant country)
 Global Management Studies: Marketing in Japan & Korea (MBA - Mini with trip to relevant countries)
 International Negotiations (MBA & PMBA - Mini)
 Managing in a Multi-cultural Environment (MBA & PMBA - Mini)
 Organizational Behavior (MBA core - Semester)
 Organizational Behavior (MBA & PMBA core -Mini)
 Dynamics of Bargaining & Negotiation (MBA & PMBA, full semester)
 Negotiation & Conflict Resolution (MBA & PMBA - Mini Semester)
 Negotiation & Conflict Resolution (specialized Masters Program: Accounting & Supply Chain Management)
 Negotiation & Conflict Resolution (Undergraduate - Semester)
 Socio-Cultural Factors in International Management (London Program, undergraduate, Masters, Mini-equivalent)
 PhD Seminar on Negotiation & Conflict Resolution (PhD - Semester)
 PhD Seminar on Organizational Identity (PhD - Semester)
 PhD Seminar on Organizational Behavior (PhD - Semester)
 PhD Pro-Seminar (PhD - Semester)

Executive Teaching at Olin

The Art & Science of Negotiation, Brookings Executive Program, Washington DC
 Negotiations & Conflict Resolution, through Healthcare Administration Program, Washington University, for King Fahad Medical Center, Riyadh, Saudi Arabia

International Negotiations (Executive MBA Shanghai Program)
 Managing Across Cultures (Executive MBA)
 Managing Across Cultures (Executive MBA Shanghai Program)
 Managing Across Cultures (Shanghai Executive MBA Program)
 Mastering Negotiations (Executive MBA)
 Profiting from the Opportunities & Meeting the Challenges of the Global Economy (Executive MBA
 & Executive MBA Shanghai Program – team taught class)
 Organizational Behavior Core (Executive MBA)
 Organizational Behavior & Team Development (Executive MBA Program)
 Socio-Cultural Factors in International Management (London Program, Executive MBA; Mini-equivalent)

Non-Degree Programs

Negotiation and Conflict Resolution (Brookings Institute)
 Strategic Negotiations (FBI forensic scientists)
 Negotiation and Conflict Resolution (Amsterdam Comptrollers)
 Managing Across Cultures (OPP Non-degree Program)
 Breaking through Barriers: Strategic Negotiations for Women (OPP Non-degree Program)

Washington University's School of Law

Business Negotiations
 Negotiation and Dispute Resolution

University of Minnesota:

Organizational Behavior (Undergraduate).
 Human Resources Management (Masters).
 Organization Theory and Analysis (Masters and PhD).
 Motivation and Work Behavior (Masters and PhD)
 Seminar in Organizational Behavior and Theory (PhD)
 International Management: Managing across cultures (Masters)

Cornell University:

Workforce 2000: Managing for Diversity (MBA).
 Organizational Behavior Core (MBA).

Institute d'Administration des Entreprises, Université Jean Moulin Lyon III:

International Management: Managing across cultures (Masters)

University of Iowa:

Statistics for Economics and Business (Undergraduate).
 Departmental Coordinator for Undergraduate Statistics.
 Individual Behavior in Organizations (Undergraduate).
 Group Behavior in Organizations (Undergraduate).
 Design & Management of Organizations (Undergraduate)
 MBA Statistical Methods (Masters).

Iowa State University:

ComS 180x PASCAL Programming and Computer Software Applications

CASES

Published

Bacchus Winery (with teaching notes) is a multi-issue, scoreable cross cultural negotiation case involving a merger between American, Japanese and Serbian enterprises. The negotiation incorporates issues focused on perceived corrupt practices in international negotiations, as well as the impact of different cultures on the negotiation processes and outcomes. Published in R. Lewicki, D. Saunders, J. Minton & B. Barry's (Eds), Negotiations: Readings, exercises & cases, 3rd Edition, WI: McGraw-Hill Publishing, and reprinted in the 4th Edition.

International Lodging Merger (with teaching notes) is a two-party scoreable negotiation involving the merger two hotel chains. The case includes both distributive and potentially integrative issues in the cross cultural context. There are two versions of the case involving a US negotiator with either an Asian or South American counterpart. The South American version is published (1999) & distributed by Dispute Resolution Research Center, Kellogg Graduate School of Business, Northwestern University. With T. Simons, Cornell University.

Unpublished/Developed for own classes

How much? Mini-case/exercise that demonstrates the egocentric fairness bias in decision making & resource allocations

The Concert: a 2-party scoreable negotiation case with integrative potential

Diagnosing Culture: Mini-case/exercise where students diagnose cultural artifacts/markers to gain insight on cultural values. Using observations of visible, behavioral and espoused cultural values, the case provides a concrete application of the use of the cultural dimensions as markers for underlying cultural value differences as a "first best guess".

Through the Window: Mini-case/exercise addressing cultural (mis)assumptions

Drop Dead Distress: Mini-case/exercise demonstrating informational biases in decision making as well as the application of critical thinking skills; first done individually and then coming to a group consensus

Full Circle: Negotiator reputation exercise

Pandemonium Case: 2 party scoreable negotiation case with integrative potential; cross-cultural negotiation; high vs. low context communication in cross cultural negotiations

Bacchus.com is a multi-issue scoreable e-commerce negotiation, involving the IPO of an e-commerce firm and includes distributive and potentially integrative issues. With C. Thompson (MBA 1997).

(The) (Allegedly) Bad Driver is a two-party scoreable negotiation involving a mechanic with a history of auto accidents while on the job. The negotiation is over disciplinary actions and demonstrates the use of negotiation techniques in solving broader disputes not typically thought of as negotiations.

Catori Mines is a scoreable negotiation case that incorporates the potential for contingent contracts, as well as international aspects of cross-cultural negotiations.

ChibNu & Tayamipa (with teaching notes) is a multi-issue scoreable negotiation case involving the use of a mediator/3rd party intervention in the dispute. The case is based loosely on a dispute involving

the global satellite operator, IntelSat. The case focuses on the use of third parties in dispute resolution, as well as the impact of different cultural values on negotiation processes and outcomes. With C. Thompson (MBA 1997).

Dizzy Toons. A three-party, multi-issue scoreable negotiation, *Dizzy Toons* is loosely based on Disney's development of Euro Disney in France. The case highlights not only the cross-cultural issues, but also focuses on the interplay of both qualitative and quantitative issues (from which discussions of high and low context cultures emerge). With S. Showail (PhD student, John M. Olin School of Business).

(The) Froggy Botanist is a short caselette designed to raise ethical issues in the exploitation of indigenous knowledge and resources (with David Deal & Charles McMannis).

Forensic Purchase is a two party scoreable negotiation between an FBI crime lab manager with an equipment provider over six issues related to outsourcing DNA testing and the purchase of new forensic equipment. The negotiation includes both distributive and potentially integrative issues.

Frankenstein Foods: Negotiating across cultural divides is a three-party multi-issue scoreable, cross cultural negotiation over regulation of a new technology (genetically engineered plants) into cultures where the technology is resisted. The dynamics of the dispute are impacted by the not-so-silent (but unanticipated by the company introducing the technology) bargainer at the table: an angry public. In addition, the case highlights the impact of cultures on preferences in negotiations, as well as the culture's impact on negotiation processes and outcomes. With J. Jormillo (MBA 2000).

Identifying cultural markers: philosophical revelations is a case comparing the writings and personal backgrounds of key philosophers in a variety of cultures. The case compares how the philosophers impacts and were impacted by their national cultures, providing an application of the use of the cultural dimensions as markers for underlying cultural value differences. With J. Banas (PhD 2003) & C. Thompson (MBA 1997).

Injured Ivan is a two-party scoreable negotiation case involving pre-trial negotiations in a personal injury lawsuit that highlights escalation of commitment and conflict spirals. Two versions: one for law students and one for business students.

Saison de la Mort & the Gift of Rice, a traditional text/evaluation case, focuses on issues of sustainability and environmental preservation in rural subsistence economies. The case touches on issues such as forest conservation and use, nutrition, health, food security, clean water, education, and bottom up economic growth, while teaching students to understand the underlying issues of rural agricultural subsistence communities in developing countries at the intersection of environmental biodiversity "hot spots" and poverty. It allows students to understand issues that grass roots community development teams encounter when they engage in community engagement and stakeholder understanding over several years. The rural subsistence population of more than 1.2 billion people globally earns less than \$2 per family per day. In Madagascar, the focus of this case, this subsistence population accounts for more than 83% of the total population. In addition, this population is a major threat to the last 10% of Madagascar's endangered, bio-diverse forests, where approximately 90% of the plant species and 80% of the wildlife are found nowhere else on the planet.

Pablo's Pantry is a two-party, scoreable negotiation case over an apparently indivisible ("lumpy") asset, in this case, an original painting by Picasso. The case focuses on how to creatively divide the (apparently) indivisible asset and to create joint value over and above its current valuation. The dispute can be creatively resolved by unbundling the rights of ownership, but if creative approaches are not

used, the result is a zero-sum, winner-take-all negotiation. This case includes a teaching note based on H. Peyton Young's article, *Dividing the Indivisible* (*American Behavioral Scientist*, Vol 38: 6, 1995, 904 – 920).

Rice is Nice is a multi-issue scoreable cross-cultural negotiation (two parties). The case, which includes integrative potential, highlights issues such as intellectual property, international patents, and the tensions associated with biopiracy issues/indigenous knowledge. The case is based loosely on RiceTec's claims related to the Basmati Patent #5663484 for Basmati Rice. With S. Gauba (MBA 2003).

Solidarity Forever is a purely distributive, scoreable negotiation case based on the 2002 Longshoremen's strike, which demonstrates escalating spirals. With M. Rose (MBA 2003).

St. Everywhere is a multi-issue scoreable arbitration case, involving issue (rather than rights) arbitration. In the case, the union representing the police (Fraternal order of Police: FOP) and city of St. Everywhere are referred to arbitration to resolve contract issues. There are three versions of the case materials: conventional, final issue, and final offer arbitration. The three types of arbitration require very different strategies by the FOP and City as they prepare to go to binding arbitration. The case includes detailed data on 100 cities (e.g. crime rates, population, demographics such as income and education of populace, city budgets with projected expenses & projected revenues, etc.) and their police contracts (e.g. benefits, compensation packages, holiday leave, longevity pay, court and standby time rates, etc.), allowing students to develop their arguments using statistical data (e.g. regressing crime rates on various contract components) in preparing their cases for the arbitrator. With Shruti Gauba (MBA 2003).

The Practice is a multi-issue scoreable negotiation case involving the sale of a medical practice by a retiring physician to a new MD. The case has both distributive and potentially integrative issues.

War of the Roses: No meeting of the minds is a multi-issue scoreable mediation case, involving a dispute over a family business, in which there have historically been issues involving succession after the death of the founder many years ago. The current family member at the helm is aging, and concerns about succession are once again an issue. At this point, representatives of the two major factions of the family are in disagreement as to whether the company should remain a unified whole (and who will control it), whether it should be liquidated, or reorganized as either a split off or a spin off. Because the family business has evolved over several generations, each generation's holdings has become diluted, so neither side has clear claims to control. Consequently, they have agreed to involve a mediator in helping them resolve the dispute. The case focuses not only on the business issues involved (e.g. preferences for valuation methods, etc.), but also on the complex social dynamics of a family business.

Trees! is a multi-party scoreable negotiation case, involving environmental issues in the context of rare the rare and endangered rain forest. The case is intended to address issues of the tacit negotiation, where latent conflict can escalate. In addition, it addresses issues involving ethics and of binding the unbindable – how you gain commitment and compliance without a disciplinary mechanism.

UNIVERSITY COMMITTEES AND SERVICE

BOLD Program: Designing (your) destiny: When you come to a fork in the road, take it. Class session, 2018; anticipated 2019

BOLD Program: Micro-Aggressions Class session, 2018; anticipated 2019

Olin Executive Committee, 2014, 2015, 2016, 2017, 2018, 2019, 2020

SCIF (University wide) Committee, 2018 – 2019; 2019 - 2020

Business Management for Non-Profit Leadership: Negotiations (August 2019; anticipated August 2020).

Diversity and Inclusion Committee, Olin Business School, 2014 – 2015; 2015 – 2017; 2020 (ex-officio).

Diversity and Women 's Weekend (Admit Weekend, 2019), Sample Course: The Art & Science of getting what you want: Negotiation

WUStL Faculty Library Committee/Advisory Board, 2017, 2018, 2019

New Faculty Orientation, 2016; 2017, 2018, 2019.

Early Career Professional Development Workshop for Traditionally Under-Represented Minorities in Business, creator and presenter, 2012, 2014, 2016, 2019.

Associate Dean for Diversity, Equity & Inclusion: 2019 -

AACSB Accreditation Committee Chair, 2013 – 2014; 2014 – 2015; 2015 – 2016; 2016 – 2017; 2017 – 2018

Faculty Development, Chair, 2014 – 2015; 2015 – 2018

Leading Together: The Campaign for Washington University: Olin Faculty-Staff Campaign Committee (Alumni & Development Office), 2014 - 2018

Associate Dean Search Committee, Olin Business School, 2016 – 2017

Salary Negotiations Workshop at the Brown School of Social Work, October 14, 2015.

Faculty Advisory Board, International & Area Studies, Washington University in St. Louis, 2015 - 2016

Chair of the Senior Faculty, Olin Business School, 2013 – 2014; 2014 – 2015; 2015 – 2016

Faculty Associate, Park Mudd Residence Hall, 2014 – 2015; 2015 – 2016

Olin Business School Executive Committee, 2010 – 2016

Olin Business School Area Chairs Committee, 2010 – 2016

Bring Your Own Idea Series (Provost Initiative): (In)Equality in Theory and Practice, 2014 - 2015.

Provost's Cross School Collaborative Initiative: Enhancing Global Engagement & International Affairs at Washington University, 2014 – 2015.

Omnibus Committee, Washington University, Olin Business School, 2000 - 2001; 2001 - 2002; 2002 - 2003; 2003 - 2004; 2004 - 2005; 2005 - 2006; 2006 – 2007; 2012 – 2013; 2013 – 2014; 2014 – 2015; 2015 - 2016

Advisor, Phi Gamma Nu Business Fraternity, 2013 – 2014

Diversity & Affirmative Action Committee (chair), Olin Business School, 2010 – 2013

Diversity & Affirmative Action Committee, Olin Business School, 2009 – 2010

Disciplinary/Academic Conduct committee (chair), 2009 - 2010

Chancellor's committee to select Honorary Degree Candidates, 2008 - 2011

Long Range Planning Committee, Olin Business School, 2006 - 2008

Chancellor's Committee on Diversity, Washington University, 2005 - 2006; 2006 - 2007; 2007 – 2008; 2007 – 2009; 2009 - 2010

Graduate College Roundtable: Breaking down barriers, Spring, 2007.

Task Force on Teaching Evaluations (chair), Washington University, Olin School of Business, 2005 - 2006

Executive MBA Curriculum Committee, Washington University, Olin School of Business, 2005 - 2006

Affirmative Action Committee, member and Chair, Olin School of Business, Washington University in St. Louis, 1997 - 1998; 1998 - 1999; 1999 - 2000, 2000 - 2001 (chair). 2001 - 2002 (chair), 2002 - 2003 (chair), 2003 - 2004 (chair); 2005 - 2006 (chair); 2006 - 2007 (chair), 2007 – 2008; 2008 - 2009

Ombudsperson, Undergraduate Grievance Policies and Procedures Committee, 2003 - 2004; 2005 - 2006.

Internal Review Board, Human Subjects Committee, Washington University Medical Center, 2003 - 2004; 2004 - 2005; 2005 - 2006.

Faculty Recruiting Committee for Organizational Behavior, Olin School of Business, Washington University, 1995 - 1996; 1996 - 1997; 1998 - 1999; 1999 - 2000; 2000 - 2001; 2001 - 2002; 2002 - 2003; 2005 - 2006; 2007 - 2008.

Chancellor's Dean Search Committee, Washington University, Olin School of Business, 2004 - 2005.

Washington University Affirmative Action/EEOC Hearing Committee, 2004 - 2005.

Executive MBA Curriculum Committee, Washington University, Olin School of Business, 2005 - 2006

Olin Toast-Master's Club Faculty Advisor, 2004 - 2005.

Advisory Committee to the Dean, Olin School of Business, 2004 - 2005.

Chancellor's Task Force on Contract Employees, Washington University, 2004 - 2005.

MBA Curriculum Committee, Olin School of Business, Washington University in St. Louis, 2004 - 2005.

Olin Fellowship Selection Committee, Washington University in St. Louis, 2003 - 2004.

Association of Women Faculty, Washington University in St. Louis, Hilltop Campus, Board of Directors, 2002 - 2003.

MBA Strategy Committee, 2002 - 2003.

Dean's committee on inclusion, Olin School of Business, Washington University in St. Louis, 2002-2003.

WCRC Workshop, Negotiating the Full-Time Offer, Olin School of Business, Washington University in St. Louis, Fall 2002; Fall 2003.

Net Impact Roundtable: Doing good versus being good, Spring, 2002.

Inclusion Committee: Report for Inclusiveness & Diversity Initiatives for the Dean, Committee Chair, Olin School of Business, Washington University in St. Louis, 2002 - 2003.

Academic hiring and diversity committee (Chair), 2002 - 2003.

Community task force, 2002 - 2003.

Knight Center Non-Degree Program Advisory Council, 2001 - 2002.

Response to Goldwasser Report: Olin School of Business, 2001.

Student Affairs Committee, Board of Trustees, Washington University in St. Louis, 2000 - 2001; 2001 - 2002

Dean's committee on climate for Junior Faculty/Senior Faculty Relationships, 1999 - 2000 (chair), 2001 - 2002.

Senior Faculty Recruiting Committee for OB, Strategy & Marketing, Olin School of Business, Washington University, 1999 - 2000; 2000 - 2001, 2001 - 2002

Olin Gate Way, Editorial Board, 1996 - 1997; 1997 - 1998; 1999 - 2000. Olin School of Business, Washington University in St. Louis.

PMBA Curriculum Committee, Olin School of Business, Washington University, 1998 - 2000, 2000 - 2001; 2001 - 2002.

English Language Conversation Partner, Olin School of Business, Washington University, 1996 - 1997.

Academic Disciplinary Committee, Olin School of Business, Washington University, 1996 - 1997.

Faculty Personnel Procedures (Tenure Revision), Olin School of Business, Washington University, 1997 - 1998.

Health MBA Curriculum Development Committee, Olin School of Business, Washington University, 1996.

Management Center Advisory Committee, Olin School of Business, Washington University, 1995 - 1996; 1996 - 1997.

Project Olin Cares (POC) participant, Olin School of Business, Washington University, 1995 - 1996

In service training: The art of the right question and interpretation of responses in insuring fundamental fairness in disciplinary hearings, 1994. Student Behavior Committee, University of Minnesota

PhD Examination Committee, Research Methodology, Industrial Relations, 1994 - 1995.

PhD Examination Committee, Organizational Behavior & Theory, Industrial Relations Department, University of MN, 1991 - 1995; 1996.

MA Admissions Committee, Industrial Relations Department, University of MN, 1992-1993; 1994-1995.

Student Behavior Committee, University of Minnesota, 1991-1993; 1994-1995.

Carlson School Interdisciplinary Conference Committee, Carlson School of Management, University of MN, *Cognition & Institutional Design Conference*, 1992-1993.

MBA Behavioral Science Foundation Core Design Committee, Carlson School of Management, University of MN, 1992-1993.

Curriculum Committee, Industrial Relations Department, University of MN, 1991-1992.

Classlist Project Team, OIT Committee, Carlson School of Management, University of MN, 1991-1992.

Carlson School Interdisciplinary Conference Committee, Carlson School of Management, University of MN, *Asymmetric Information Conference*, 1991-1992.

Panel Moderator: Managing Diversity, 13th Annual IR institute, University of MN, October, 1991.

Faculty Recruiting Committee for Organizational Theory position, Industrial Relations Center, University of Minnesota, 1990-1991.

Industrial Relations Workshop Committee, University of Minnesota, 1990-1991; 1992-1993.

Panel Moderator: Autonomous Work Groups, 12th Annual IR institute, University of MN, October, 1990.

Faculty Recruiting Committee, graduate student representative, University of Iowa, 1989-1990.

PROFESSIONAL and EDITORIAL SERVICE

Professional Association Positions

Board member (ex officio), International Association for Conflict Management, 2003 - 2009
 Executive Officer, International Association for Conflict Management, 2001 - 2003
 Academy of Management, Conflict Management Division: Past President, 2002 - 2003
 Academy of Management, Conflict Management Division: President, 2001 - 2002
 Academy of Management, Conflict Management Division: President Elect, 2000 - 2001
 International Association for Conflict Management B Representative at large, 2001 - 2002
 International Association for Conflict Management "Guru" 2006
 Academy of Management, Conflict Management Division: Program Chair, 1999 - 2000
 Academy of Management, Conflict Management Division: Junior Faculty Research Incubator
 Faculty Mentor, and co-organizer (with Ray Friedman) 1999
 International Association for Conflict Management: Local Arrangements chair, 1999 - 2000
 Academy of Management, Conflict Management Division: Program Chair Elect, 1998 - 1999
 Academy of Management, Conflict Management Division: Representative at large, 1997 - 1998
 Academy of Management, Conflict Management Division: Doctoral Consortia Faculty, 1995; 2006

Editor

Negotiation & Conflict Management Research (founding editor): 2005 - 2009

International Journal of Conflict Management: 2003 - 2005

SSRN Negotiations Papers, Two Party Negotiations Editor, 2005 - present

Editorial Boards

Academy of Management Review: 2002 - 2006
Academy of Management Review: 1999 - 2002
Journal of Organizational Behavior: 1995 - 2000

Ad Hoc Reviewing

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Canadian Journal of Administrative Sciences
Journal of Applied Psychology
Journal of Conflict Resolution
Journal of Organizational Behavior
Management Science
Organizational Behavior and Human Decision Processes
Organization Science
Small Group Research
 Academy of Management Meetings: reviewer for OB, Conflict, and OT divisions
 Addison-Wesley Publishing: text reviewer
 ILR Press
 Southern Management Association

PROFESSIONAL AFFILIATIONS/MEMBERSHIP

King Fahd University, Saudi Arabia Research Review Affiliate

Academy of Management:

Organizational Behavior Division Member
 Organizational and Management Theory Division Member
 Conflict Management Division Member
 Organizations & the Natural Environment Interest Group Member
 Research Methodology Division Member
 Managerial and Organizational Cognition Interest Group Member

International Association for Conflict Management

Association of Missouri Mediators

Qualified Civil Mediator under Missouri Supreme Court Rule 17

PROFESSIONAL MEETINGS ACTIVITIES

Doctoral Consortium Faculty Member, Academy of Management Conflict Management Division
 Doctoral Consortium, August, 2006, Atlanta, GA.

Community Outreach Program, Academy of Management, Dispute Resolution Continuing Education
 for Public School Teachers, August, 2003, Seattle, WA.

Discussant for session entitled, The Psychological Contract: Cross-cultural perspectives, 24th Annual
 Congress of Industrial Organizational Psychologists, August, 1998, San Diego, CA.

Discussant for session entitled, Workplace Violence, Fear & Revenge, Academy of Management
 Organizational Behavior Division, August, 1998, San Diego, CA.

Pre-conference program, Academy of Management Conflict Management Division, August, 1998, San
 Diego, CA.

Representative at large, Conflict Management Division, Academy of Management, 1997 - 1998.

Program Committee Member, Academy of Management OB Division, 1990, 1991, 1992, 1993, 1994,
 1995, 1996.

Program Committee Member, Academy of Management Conflict Management Division, 1994, 1995,
 1996, 1997, 1998.

Doctoral Consortium Faculty Member, Academy of Management Conflict Management Division
 Doctoral Consortium, August, 1996, Vancouver, BC.

Discussant for symposium session entitled, Decision Processes: Models, Biases and Boundary
 Conditions, SIOP meetings, Montreal, Canada, May, 1992.

Discussant for session entitled, Goals & Performance, Southern Management Association Meetings, Orlando, FL, November, 1990.

STUDENT SUPERVISION

PhD Informal Advising:

Patrizia Vecchio (2014, 2015, 2016, 2017), Reputational Networks in Negotiation.
 Jonathan Lee (2016, 2017), Alternatives to the Subjective Values Inventory; Resets in negotiations.
 Jack Zhang (2016, 2017), Meta-Analysis of the OBSE construct.

PhD Dissertations/Committees:

Joe T. Banas (Olin Business School, Washington University in St. Louis): The complex relationships between demography, conflict and identity. Committee Chair. Dissertation defended summer, 2003. NOAA, Washington, DC.

Coelho-Kamath, Celia (Industrial Relations Department, University of Minnesota: Organizational Theory & Labor Economics), entitled Wage Discrimination in Nonprofit Organizations. Dissertation defended November, 1997. Committee member. Mayo Clinic, Health Care Economics.

Kidder, Deborah (Industrial Relations Department, University of Minnesota: Organizational Theory & Labor Economics), entitled, Where have all the permanent jobs gone? The growth of temporary employment in the 90s. Dissertation defended May, 1996. Committee member. University of Connecticut.

Kleist, Janean (Industrial Relations Department, University of Minnesota: Compensation). The effects of employment gaps on employability and income. Committee member. Proposal defended March, 1995.

Tony Kong (Olin Business School, Washington University in St. Louis): Negotiation, Emotions, and Contingent Contracting Decisions; Dissertation defended Spring 2012. University of Richmond.

Alexandra Mislin (Olin School of Business, Washington University in St. Louis): Reason without passions? The role of social factors in generating trust and cooperation. Dissertation defended Spring, 2006. Committee member. SUNY-Buffalo.

Li Ma (Olin School of Business, Washington University in St. Louis): Feeling good about the self at work: Theoretical and empirical analyses of work based self-esteem. Dissertation defended Spring, 2008. Committee Chair. Peking University.

Moon, Hyoung Koo (Strategic Management & Organizations Department, University of Minnesota), entitled Determinants of Goal Choice: The effects of assigned goal, self-esteem, feedback, and self-efficacy on goal choice. Committee member. Dissertation defended August, 1992. Korean University, Seoul, Korea.

Rooney, Glenda Dewberry (Social Work Department, University of Minnesota), entitled, An analysis of employee assistance. Committee Member. Dissertation defended April, 1994. Mankato State University, Mankato, MN.

Sammy Showail (Olin School of Business, Washington University in St. Louis): Foreign worker adjustment: The role of supervisor and spouse support. Committee Chair. Dissertation defended Spring 2007. American University in Beirut, Lebanon.

Vandevalle, Don (Strategic Management & Organizations Department, University of Minnesota), entitled, A goal orientation model of feedback seeking behavior. Defended July, 1995. Committee member. Southern Methodist University.

Van Dyne, Linn (Strategic Management & Organizations Department, University of Minnesota), entitled, In-role and Extra-role behaviors: Cross level and Longitudinal effects of individual similarity to other group members. Committee Co-Chair. Dissertation defended July, 1993. Michigan State University, East Lansing, MI.

Masters Theses/Committees:

Melody Burns (International Affairs): The Impact of Buffer States and Systems in International Relations: Case Studies and Policy Initiatives, Masters Thesis Defense scheduled for April, 2016 (co-chair).

Craig Thompson (Civil Engineering & Business Administration): Cultural factors predicting success and implementation of technological improvements in developing economies. Masters Thesis Defense: defended Spring, 2000.

Johnson, Robin (Industrial Relations Department, University of Minnesota), masters thesis and oral examination committee, Masters Thesis Defense, defended Spring Quarter, 1993.

Schmedemann, Deborah (Industrial Relations Department, University of Minnesota), entitled Pine River Promises: Legal and Organizational Properties of Employee Handbook Provisions on Job Security. Thesis defended, July, 1993.