

VITA

DEBRA L. SHAPIRO

University of Maryland-College Park
Robert H. Smith School of Business
4520 Van Munching Hall
College Park, MD 20742
301-405-9781

EDUCATION:

Ph.D.	1986	Northwestern University J.L. Kellogg Graduate School of Management Department of Organization Behavior
M.S.	1983	Northwestern University J.L. Kellogg Graduate School of Management Department of Organization Behavior
B.A.	1982	University of Maryland (psychology)

EXPERIENCE:

July 2008	Director/Assoc Dean, Ph.D. Program, Robert H. Smith School of Business, University of Maryland
January 2006	Clarice Smith Professor of Management & Organization, Robert H. Smith School of Business, University of Maryland
August 2003- 2005	Professor of Management & Organization, Robert H. Smith School of Business, University of Maryland
Dec 2000-July 31 st , 2003	Willard J. Graham Distinguished Professor of Management
1998-2001	Associate Dean, Ph.D. Programs, Kenan-Flagler Business School, University of North Carolina-Chapel Hill
1996-2000	Professor of Management, at the Kenan-Flagler Business School, University of North Carolina at Chapel Hill
1992-1996	Associate Professor of Management, at the Kenan-Flagler Business School, University of North Carolina at Chapel Hill
1986-1992	Assistant Professor of Management, at the Kenan-Flagler Business School, University of North Carolina at Chapel Hill
September 1984	

to December 1985 Lecturer, J.L. Kellogg Graduate School of Management,
Northwestern University

HONORS

- 1991, 1992,
1996, and
2007 Best Paper Award, the Conflict Management Division of the National
Academy of Management (*four-time recipient*)
- 2007 Krowe Teaching Award at the Robert H. Smith School of Business
- 2005-2007 Associate Editor, *Academy of Management Journal*
- 2004-2005 Member, Terry Book Award Committee for the Academy of Management
- 2004-2005 Member, Academy of Management's Career Achievement Award
Committee
- 2003 Elected a member of SOB (Society for Organizational Behavior)
- 2002 Elected member of Chancellor's Advisory Council, UNC-Chapel Hill
- 2002 Elected a Representative-at-Large, Board of Governors, Academy of
Management
- 2002 Member, the Academy of Management's Human Resource Division's
Scholar Achievement Award Committee
- 2002 Member, the Newman (Best Dissertation-based) Committee, Academy of
Management
- 2001 Member, the Best AMR Publication Award Committee
- 2001 Faculty Participant for the doctoral consortium of the Human Resource
Management Division, Nat'l Academy of Management
- 2000 and
2006 Faculty Participant for the doctoral consortium of the Conflict Management
Division, National Academy of Management
- 2000 Elected by the Conflict Management Division of the National Academy of
Management to be a Representative on the Academy Council
- 2001 McKinney Foundation Research Fellow

2000	Jefferson Pilot Foundation Research Fellow
1999	Best Empirical Paper Award from the International Association for Conflict Management
1999	Belk Foundation Research Fellow
1998	Latane Research Fellow
1997	Ph.D. Student Teaching Award, Kenan-Flagler Business School
1996	O'Herron Scholar, Kenan-Flagler Business School
1996	Best Paper Award from the Conflict Management Division of the National Academy of Management
1995	Cato Research Fellow
1985	National Institute of Dispute Resolution (NIDR) Fellowship

REFEREED PUBLICATIONS (co-authors in bold are former or current doctoral students):

- Kim, T.** & Shapiro, D.L. 2008. Retaliation against supervisory mistreatment: Negative emotion, group membership, and cross-cultural differences. *International Journal of Conflict Management*, 19(4): 339-358.
- Goldman, B., Cropanzano, R., Stein, J., Shapiro, D.L., Thatcher, S., & Ko, J. 2008. The role of ideology in mediated disputes at work: A justice perspective. *International Journal of Conflict Management*, 19(3): 210-233.
- Williamson, I.O., Slay, H.,** Shapiro, D.L., & Shivers-Blackwell, S.L. 2008. The effect of explanations on prospective applicants' reactions to firm diversity practices. *Human Resource Management Journal*, 47(2): 311-330.
- Kim, T.,** Shapiro, D.L., Aquino, K., Lim, V.K.G., & Bennett, R.J. 2008. Workplace offense and victims' reactions: The effects of victim-offender (dis)similarity, offense-type, and cultural differences. *Journal of Organizational Behavior*, 29(3): 415-433.
- Shapiro, D.L., **Kirkman, B.L.** & Courtney, H.G. 2007. Perceived causes and solutions of the translation problem in management research. *Academy of Management Journal*, 50 (2): 249-266.
- Tinsley, C.H., Brett, J.M., Shapiro, D.L., & Okumura, T. 2007. Intervening in

employee disputes: How and *when* will managers from China, Japan, and the U.S. act differently? Management & Organization Review, 3(2):183-204.

Shapiro, D.L., Von Glinow, M.A., & Xiao, Z. 2007. Polycontextuality and the qualitative divide: Implications for high-quality indigenous research using the case of China. Management & Organization Review, 3(1): 129-152.

Shapiro, D.L. & Rynes, S.L. 2005. The role of management scholarship in the public sector: Using the commentaries to move forward. Academy of Management Journal, 48: 989-998.

Rynes, S.L. & Shapiro, D.L. 2005. Public policy and the public interest: What if we mattered more? Academy of Management Journal, 48: 970-974.

Rynes, S.L., Hillman, A., Ireland, R.D., Kirkman, B.L., Law, K.S., Miller, C.C., Rajagopalan, N., & Shapiro, D.L. 2005. Everything you've always wanted to know about *AMJ* (but may have been afraid to ask). Academy of Management Journal, 48(5): 732-737.

Shapiro, D.L. 2004. A guilty conscience needs no accuser, but rather, a *community*. Journal of Management Inquiry, 13(4): 304-311.

Von Glinow, M.A., Shapiro, D.L., & Brett, J.M. 2004. Can we *talk*, and should we?: Managing emotional conflict in multicultural teams. The Academy of Management Review, 29(4): 578-592.

Steers, R., Mowday, R., & Shapiro, D.L. 2004. The future of work motivation theory. Academy of Management Review, 29(3): 379-387.

Shapiro, D.L., **Furst, S.**, Spreitzer, G., & Von Glinow, M.A. 2002. Teams in the electronic age: Is team identity and high-performance a risk? Journal of Organizational Behavior, 23: 455-468.

Brockner, J., Ackerman, G., Greenberg, J., Gelfand, M. J., Francesco, A.M., Chen, Z.X., Leung, K., Bierbrauer, G., **Gómez, C.**, **Kirkman, B. L.**, Shapiro, D. L. 2001. Culture and procedural justice: The moderating influence of power distance on reactions to voice. Journal of Experimental Social Psychology, 37: 300-315.

Lovelace, K., Shapiro, D.L., & Weingart, L.R. 2001. Maximizing crossfunctional new product teams' innovativeness and constraint adherence: A conflict communications perspective. The Academy of Management Journal, 44(4):

479-493. (This received the Best Empirical Paper Award at the 1999 annual meeting of the International Association for Conflict Management.)

Kirkman, B.L., Gibson, C., & Shapiro, D.L. 2001. "Exporting" teams: Enhancing the implementation and effectiveness of work teams in global affiliates. Organizational Dynamics, 30(1): 12-29.

Kirkman, B.L. & Shapiro, D.L. 2001. The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance. Academy of Management Journal, 44(3): 557-569.

Kirkman, B.L. & Shapiro, D.L. 2001. The impact of employee cultural values on productivity, cooperation, and empowerment in self-managing work teams. The Journal of Cross-Cultural Psychology, 32(5): 597-617.

Shapiro, D.L. 2001. The death of justice theory: A guarantee if theorists neglect the "wheels" already invented and the voices of the injustice victims. Journal of Vocational Behavior. 58(2): 235-242.

Gomez, C., Kirkman, B.L., & Shapiro, D.L. 2000. Reward allocation preferences in Mexico and the United States: The effects of ingroup/outgroup status and collectivism. The Academy of Management Journal, 43(6): 1097-1106.

Barry, B. & Shapiro, D.L. 2000. When will grievants choose voice?: A test of situational, motivational, and attributional explanations. International Journal of Conflict Management, 11(2): 106-134.

Rahim, A., Magner, N., & Shapiro, D.L. 2000. Do fairness perceptions influence styles of handling conflict with supervisors?: What fairness perceptions, precisely? International Journal of Conflict Management, 11(1): 9-31.

Kirkman, B.L., Jones, R., & Shapiro, D.L. 2000. Why do employees resist teams?: Examining the "resistance barrier" to work team effectiveness. The International Journal of Conflict Management, 11(1): 74-92.

Stewart, M. & Shapiro, D.L. 2000. Selection based on merit versus demography: Implications across race and gender lines. Journal of Applied Psychology, 85(2): 219-231.

Kirkman, B.L. & Shapiro, D.L. 2000. Understanding why team members won't share: Facilitating the transition to team-based rewards. Small Group Research, 31(2): 175-209.

- Lytle, A., Brett, J.M., & Shapiro, D.L. 1999. The strategic use of interests, rights, and power to resolve disputes. The Negotiation Journal, 15(1): 31-52.
- Shapiro, D.L. & **Kirkman, B.L.** 1999. Employees' reaction to the change to work teams: The influence of 'anticipatory' injustice. Journal of Organizational Change Management, 12(1): 51-66.
- Brett, J.M., Shapiro, D.L., & Lytle, A. 1998. Breaking the bonds of reciprocity in negotiations. Academy of Management Journal, 41(4): 410-424.
- Elangovan, A.R. & Shapiro, D.L. 1998. Betrayal of trust in organizations. Academy of Management Review, 23(3): 547-566.
- Kirkman, B.L.** & Shapiro, B.L. 1997. The impact of national culture on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness. The Academy of Management Review, 22(3): 730-757. *This was a runner-up for the 1997 Best Publication in Organizational Behavior (BPOB) Award given by the OB Division of the National Academy of Management.*
- Kosnik, R.D. & Shapiro, D.L. 1997. Agency conflicts between investment banks and corporate clients in M&A transactions: Causes and remedies. The Academy of Management Executive, 11(1): 7-20.
- Shapiro, D.L. & Rognes, J. 1996. Can a dominating orientation *enhance* the integrativeness of negotiated agreements? The Negotiation Journal, 12(1): 81-90.
- Kirkman, B.L.**, Shapiro, D.L., Novelli, L., & Brett, J.M. 1996. Employee concerns regarding self-managing work teams: A multidimensional justice perspective. Social Justice Research, 9(1): 47-67.
- Shapiro, D.L., Trevino, L., & Victor, B. 1995. Correlates of employee theft: A multi-dimensional justice perspective. The International Journal of Conflict Management, 6(4): 404-414.
- Friedman, R. & Shapiro, D.L. 1995. Deception and mutual gains bargaining: Are they mutually exclusive? The Negotiation Journal, 11(3): 243-253.
- Shapiro, D.L. & Bies, R.J. 1994. Threats, bluffs, and disclaimers in negotiation. Organizational Behavior and Human Decision Processes, 60: 14-35.

- Kesner, I.F., Shapiro, D.L., & **Sharma, A.** 1994. Brokering mergers: An agency theory perspective on the role of representatives. Academy of Management Journal, 37(3): 703-721.
- Shapiro, D.L., Buttner, H.B., & **Barry, B.** 1994. Explanations: What factors enhance their perceived adequacy? Organizational Behavior and Human Decision Processes, 58: 346-368.
- Shapiro, D.L. & Rosen, B. 1994. An investigation of managerial interventions in employee disputes. Employee Rights and Responsibilities Journal, 7 (1): 37-50.
- Shapiro, D.L. & Brett, J.M. 1993. Comparing three processes underlying judgments of procedural justice: A field study of mediation and arbitration. Journal of Personality and Social Psychology, 65(6): 1167-1177.
- Victor, B., Trevino, L., & Shapiro, D.L. 1993. Peer-reporting of unethical behavior: The influence of justice evaluations and social context factors. Journal of Business Ethics, 12: 87-97.
- Barry, B.** & Shapiro, D.L. 1992. Influence tactics in combination: An examination of the interactive effects of ingratiation and exchange. Journal of Applied Social Psychology, 22(18): 1429-1441.
- Shapiro, D.L., Sheppard, B.H., & Cheraskin, L. 1992. Business on a handshake. The Negotiation Journal, 8(4): 365-377.
- Shapiro, D.L. 1991. The effect of explanations on negative reactions to deceit. Administrative Science Quarterly, 36: 614-630.
- Kesner, I.F. & Shapiro, D.L. 1991. Did a "failed" negotiation really fail?: Reflections on the Arthur Andersen-Price Waterhouse merger talks. The Negotiation Journal, 7(4): 369-377.
- Sharma, A.**, Shapiro, D.L., & Kesner, I. 1991. Targets of mergers: Applying a negotiations perspective to predict degree of resistance. The International Journal of Conflict Management, 2(2), 117-138.
- Bies, R.J. & Shapiro, D.L. 1988. Voice and justification: Their influence on procedural fairness judgments. Academy of Management Journal, 31(3), 676-685.

Bies, R.J., Shapiro, D.L., & Cummings, L.L. 1988. Causal accounts and managing organizational conflict: Is it enough to say it's not my fault? Communication Research, 15(4), 381-399.

Bies, R.J. & Shapiro, D.L. 1987. Interactional justice: The influence of causal accounts. Social Justice Research, 1, 199-218.

White, G.L. & Shapiro, D.L. 1987. Don't I know you?: Antecedents and social consequences of perceived familiarity. Journal of Experimental Social Psychology, 23, 75-92.

Brett, J.M., Drieghe, R., & Shapiro, D.L. 1986. Mediator style and mediation effectiveness. The Negotiation Journal, July, 277-285.

Shapiro, D.L., Drieghe, R., & Brett, J.M. 1985. Mediator behavior and the outcome of mediation. Journal of Social Issues, 41(2), 101-114.

PROCEEDINGS

Goldman, B., Cropanzano, R., Stein, J., Shapiro, D.L., Thatcher, S., & Ko, J. 2008. The role of ideology in mediated disputes at work: A justice perspective. International Journal of Conflict Management, 19(3): 210-233. (This received the 2007 BEST PAPER AWARD from the Conflict Management Division of the Academy.)

Jin, S., Seo, M., & Shapiro, D.L. 2008. Revisiting the link between leaders' emotional intelligence and transformational leadership: The moderating role of emotional intensity. Academy of Management Best Paper Proceedings 2008.

Brett, J.M., Shapiro, D.L., & Lytle, A. 1996. Refocusing rights- and power-oriented negotiators toward integrative negotiations: Process and outcome effects. National Academy of Management Best Paper Proceedings 1996. (This received the 1996 BEST PAPER AWARD from the Conflict Management Division of the Academy.)

Kirkman, B.L. & Shapiro, D.L. 1996. Toward a model of globalized team effectiveness. National Academy of Management Best Paper Proceedings 1996.

Kesner, I.F., Shapiro, D.L., & **Sharma, A.** 1992. Brokering mergers: Applying a negotiations perspective to predict compensation of investment banks. National Academy of Management Best Paper Proceedings 1992. (This received the 1992 BEST PAPER AWARD from the Conflict Management Division of the Academy.)

Shapiro, D.L., Buttner, H., & **Barry, B.** 1991. Explanations: *When* are they judged adequate? National Academy of Management Best Paper Proceedings 1991. (This received the 1991 BEST PAPER AWARD from the Conflict Management Division of the Academy.)

Sharma, A., Shapiro, D.L., & Kesner, I. 1991. Targets of mergers: What factors predict their degree of resistance? National Academy of Management Best Paper Proceedings 1991.

BOOK CHAPTERS

Shapiro, D.L., Brass, D., & Labianca, J. 2008. Examining justice from a social network perspective. In S.W. Gilliland, D.D. Steiner, & D.P. Skarlicki (eds.), Justice, morality, and social responsibility: Research in social issues in management (Vol. 7: 201-226). Charlotte, NC: Information Age Publishing.

Shapiro, D.L., Duffy, M.K., Kim, T., Lean, E.R., & O'Leary-Kelly, A. 2008. "Rude," "Uncivil," or "disrespectful" treatment in the workplace: What's in a Name? In S. Gilliland, D.D. Steiner, & D.P. Skarlicki (eds.), Justice, morality, and social responsibility: Research in social issues in management (Vol. 7: 226-262). Charlotte, NC: Information Age Publishing.

Shapiro, D.L. & Bartunek, J. 2008. Being an ethical editorial board member and editor: The integral role of earned trust. In Y. Baruch, A. Konrad, H. Aguinis, & W. H. Starbuck's (Eds.) Opening the blackbox of editorship (pp.88-96). United Kingdom: Palgrave Macmillan.

Shapiro, D.L. & Von Glinow, M.A. 2007. Why bad leaders stay in good places. In J. Langan-Fox, C.L. Cooper, & R. Klimoski (Eds.), Research Companion to the Dysfunctional Workplace: Management Challenges and Symptoms (pp.90-109). United Kingdom: Edward Elgar.

Shapiro, D.L. & Sitkin, S.B. 2006. Fairness as a key criterion in reviewing. In Y. Baruch, S. Sullivan, & H. Schepmyer (Eds.), Winning Reviews: A Guide for Evaluating Scholarly Writing (pp.79-88). United Kingdom: Palgrave Macmillan.

Aquino, K., Reed, II., A., **Stewart, M.M.**, & Shapiro, D.L. 2005. Reactions toward fairness-enhancing organizational policies. In S.W. Gilliland, D.D. Steiner, D.P. Skarlicki, & K. van den Bos (eds.), What motivates fairness in organizations: Research in social issues in management (Vol. 4: 129-148). NY: Information Age Publishing, Inc.

- Shapiro, D.L. & **Kirkman, B.L.** 2005. The impact of cultural value diversity on multicultural team performance. In D.L. Shapiro, M.A. Von Glinow, & J.L. Cheng (Eds.), Managing multinational teams: Global perspectives. United Kingdom: JAI/Elsevier Press.
- Shapiro, D.L. & Brett, J.M. 2005. What is the role of control in organizational justice? In J. Greenberg & J. Colquitt (Eds.), Handbook of organizational justice (pp.155-177). NJ: Lawrence Erlbaum, Inc.
- Shapiro, D.L. & Kulik, C. 2004. Disputing with faceless opponents: New challenges for conflict management research (pp.177-192). In M.J. Gelfand & J.M. Brett (Eds.), Handbook of negotiation and culture. Palo Alto, CA: Stanford University Press.
- Conlon, D.E. & Shapiro, D.L. 2002. Employee postings and company responses to downsizing inquiries: Implications for managing, and reacting to, organizational change. In J. Wagner III., J. Bartunek, & K. Elsbach (Eds.), Advances in Qualitative Research, Vol. 4: 39-67. Greenwich, CT: JAI Press.
- Spreitzer, G.M., Shapiro, D.L. & Von Glinow, M.A. 2002. Helping transnational team members to sense trust: A counterintuitive approach to leadership. In H. Sondak, (Ed.), Research in Managing Groups and Teams, Vol. 4: Toward a Phenomenology of Groups and Group Membership (pp.203-233). Stamford: CT: JAI Press.
- Shapiro, D.L. & Tinsley, C. 2001. Intervening “fairly” in employee disputes among nationally-different employees: Is this possible? In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), Research in social Issues in management: Theoretical and cultural perspectives on organizational justice (Vol. 1): 187-213. NY: Information Age Publishing, Inc.
- Shapiro, D.L. & **Kirkman, B.L.** 2001. Anticipatory injustice: The consequences of *expecting* injustice in the workplace. In J. Greenberg & R. Cropanzano (Eds.), Advances in organizational justice (pp.152-178). Stanford, CA: Stanford University Press.
- Shapiro, D.L. & Von Glinow, M.A. 1999. Negotiation in multicultural teams: New world, old theories? In R.J. Bies, R.J. Lewicki, & B.H. Sheppard (Eds.), Research on negotiation in organizations (Vol. 7: 231-262). Greenwich, CT: JAI Press.
- Shapiro, D.L. 1997. Interactional justice. In P. Werhane & R.E. Freeman (Eds.), The Blackwell Encyclopedic Dictionary of Business Ethics. Malden, MA: Blackwell Publishers, Inc.

Novelli, L., **Kirkman, B.L.**, & Shapiro, D.L. 1995. Effective implementation of organizational change: An organizational justice perspective. In C. Cooper & D. Rousseau (Eds.), Trends in organizational behavior (Vol.2, pp.15-36). John Wiley and Sons, Inc.

Shapiro, D.L., Lewicki, R.J., & **Devine, P.** 1995. When do employees choose deceptive tactics to stop unwanted organizational change?: A relational perspective. In R.J. Lewicki, B.H. Sheppard, & R. Bies (Eds.), Research on negotiation in organizations (Vol.5, pp.155-183). Greenwich, CT: JAI Press, Inc.

Shapiro, D.L. 1994. Applause-boo exercise. In G.B. Northcraft & M.A. Neale (Eds.), Organizational behavior: A management challenge: Teaching tools and video teaching notes (2nd Edition). Fort Worth, TX: The Dryden Press.

Shapiro, D.L. & Kolb, D.M. 1994. Reducing the 'litigious mentality' by *increasing* employees' desire to communicate grievances. In S. Sitkin & R.J. Bies (Eds.), The legalistic organization (pp.304-326). Newbury Park, CA: Sage Publications, Inc.

Shapiro, D.L. 1993. Reconciling theoretical differences among procedural justice researchers by re-evaluating what it means to have one's views "considered": Implications for third-party managers. In R. Cropanzano (Ed.), Justice in the workplace: Approaching fairness in human resource management (pp.51-78). NJ: Lawrence-Erlbaum Publishers.

BOOK REVIEWS

Summers, L. & Shapiro, D.L. 1991. Book review of M. Killingsworth's "The economics of comparable worth." Personnel Psychology, 44(3): 643-647.

BOOKS

Shapiro, D.L., Von Glinow, M.A., & Cheng, J.L. 2005. Managing multinational teams: Global perspectives. United Kingdom: Elsevier/JAI Press.

PAPERS UNDER REVIEW/REVISION

Shapiro, **Boss**, et al. JAP

Burnett & Shapiro JAP

Farh et al. AMR

Shapiro, Chen, Nangia Sharma, Edinger, & Farh JAP

WORKING PAPERS

Seo Jin

Seo Jin

Mayer, D., Schminke, M., Trevino, L.K., Shapiro, D.L., & Harned, P. Tuning in or toning down: How supervisors and coworkers can enhance or detract from ethical 'tone at the top.' Empirical manuscript in preparation for journal-submission.

Kulik, C., Pepper, M., Shapiro, D.L., & Cregan. The electronic water cooler: Insiders and outsiders talk about organizations on the internet. Empirical manuscript in preparation for journal-submission.

DeCelles, K., Tesluk, P., Shapiro, D.L., & Taxman, F. Seeing the other side: The role of values in predicting perspective taking, P-O fit and attitudinal outcomes. Empirical manuscript in preparation for journal submission.

DeCelles, K., Shapiro, D.L., & Trevino, L.K. Cognition and affect in whistle-blowing: Understanding whistle-blowing norms and behavior. Empirical manuscript in preparation for journal submission.

Shapiro, D.L. & **Houghton, S.** The role of *informal* influence tactics in the strategic issue identification process: A model and propositions. Manuscript in preparation for journal submission.

ACADEMY OF MANAGEMENT (AOM) SERVICE ACTIVITIES

August 2008 Faculty representative for the Organizational Behavior Division's Junior Faculty Consortium at the annual meeting of the AOM

April 2008 Speaker at Eastern regional Academy of Management meeting on a panel regarding "Publishing in the Organization Sciences"

August 2007 Faculty representative for the All-Academy's New Doctoral Consortium at the annual meeting of the AOM

August 2006 Faculty representative for the Conflict Management Division's Doctoral Consortium at the annual meeting of the AOM

2005-2007 Associate Editor, Academy of Management Journal

2004-2005 Member, Academy of Management's Terry Book Award Committee

2004-2005 Member, All-Academy's Career Achievement Award Committee (chaired by Greg Oldham)

August 2003 Chair, Division & Interest Group Relations (DIGR) Committee, AOM

August 2002-2005 Elected a Representative-at-Large, Academy of Management Board of Governors

Dec-August 2002 Member, Human Resource Division's Scholar Achievement Award

Dec-August 2002 Member, the Newman (Best Dissertation-based) Committee

Dec-August 2001 Member, Best AMR Publication Award Committee

	August 2001	Faculty Representative for the Human Resource Management Division's doctoral student consortium
Division's	August 2000	Faculty Representative for the Conflict Management doctoral student consortium
	March 2000 to the AOM Board of Governors) 2002	Elected Representative of the Academy Council (liaison to
(MOI) Committee	February 1996 to 2000	Member, OB Division Membership Outreach & Involvement
	June 1994 to June 1995	Member, All-Academy Social Events Task Force
	August 1994 to August 1995	Chair, Conflict Management Division of AOM
	August 1993 to August 1994	Chair-Elect, Conflict Management Division of AOM
AOM	August 1992 to August 1993	Program Chair, Conflict Management Division of
AOM	June 1991 to August 1992	Program Chair-Elect, Conflict Management Division of
Division of AOM	August 1989 to August 1990	Representative at Large, Conflict Management

INVITED PRESENTATIONS

2008 Shapiro, D.L. How remoteness to the workplace is likely to influence employees' perceptions of fairness: What are managers to do? Participant in the Eighth Netcentricity Conference at the Robert H. Smith School, University of Maryland, May 9th.

2006 Shapiro, D.L. *Exposing the corrupt: Revisiting how, and why, employees blow the whistle*. Invited talk at the University of Texas-Austin's Business School, May.

2004 Shapiro, D.L. *Turning the other cheek: The effects of concern for ingroup, perceived similarity, and offense characteristics on responses to a workplace offense.* Invited talk at the University of Arizona, Eller School of Business, May 17th.

2004 Shapiro, D.L. "*When do cultural values explain cross-cultural phenomena?: An introduction and test of Cultural Complexity Theory.*" Invited talk at the Department of Industrial/Organizational Psychology, University of Maryland, March 8th.

2004 Shapiro, D.L. *Creating justice-for-all in an internationally-diverse world: How?* Invited talk at the University of Toronto, Rotman School of Business, January 30th.

2003 Shapiro, D.L. *Conflict Management/Negotiation Research: With What Questions Ought We be Wrestling?* Invited talk at University of Memphis, School of Business, Nov 20th.

2003 Shapiro, D.L. *Cross-cultural challenges for negotiators.* Invited talk at University of Maryland, Department of Communications, October 7th.

2003 Shapiro, D.L. The need for "polycontextuality" in international business research. Invited talk as part of the Keynote Panel (chaired by Larry Farh) on "New Directions in Organization Behavior and Strategic Human Resources" at the first annual conference on "Emerging research frontiers in International Business," Duke University, March 7.

2002 Shapiro, D.L. *Employee retaliation against supervisory mistreatment: Only in America?* Invited talk at the Department of Social Psychology, UNC-Chapel Hill, April 10.

2001 Shapiro, D.L. *Employee retaliation against supervisory mistreatment: Only in America?* Invited talk at the J.L. Kellogg Graduate School of Management, Northwestern University, April 3.

2001 Shapiro, D.L. *Employee retaliation against supervisory mistreatment: Only in America?* Invited talk at the John Olin School of Business, Washington University-St. Louis, February 20.

2000 Shapiro, D.L. *Conflict management and negotiation research: Why it is increasingly important to management theory and practice.* Invited talk at the Leonard Stern School of Business, New York University, December 7.

2000 Shapiro, D.L. *Fabled, but foibled, leaders: When do they fall?* Invited talk at the University of Southern California, November 17.

2000 Shapiro, D.L. (with G. Spreitzer and M.A. Von Glinow). *Helping transnational team members to sense trust: A counterintuitive approach to leadership*. Invited talk at the

Research on Managing Groups and Teams Conference, Stanford University, May 13.

1999 Shapiro, D.L. *The impact of cultural values on employee job satisfaction and organizational commitment*. Invited talk at the McDonough School of Business, Georgetown University, April 9.

1998 Shapiro, D.L. *The impact of power distance on the relationship between participation and organizational commitment in Argentina, Mexico, and the United States*. Invited talk at the Johnson Graduate School of Management, Cornell University, November 12, 1998.

1998 Shapiro, D.L. (with Chris Pearson, Judith Wegner, and Chris Porath). *"Temperamental" talent or culture corrupter?: Exploring antecedents and consequences of work-related*

incivility and aggression. Invited talk for the Cato Center Annual Meeting, Kenan-Flagler Business School, May 14th.

1998 Shapiro, D.L. (with M.A. Von Glinow). *Negotiation in multicultural teams: New world, old theories?* Invited talk for the Conference on Negotiations in Organizations, Duke University, Fuqua School of Business, April 17th.

1997 Shapiro, D.L. *The impact of national culture on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness*. Invited talk at the J.L. Kellogg Graduate School of Management as part of its Scholar in Residence Program.

1997 Shapiro, D.L. *Group vs. Dyadic- Negotiations: Are they different, and is this important?* Invited talk at Washington University at St. Louis.

1996 Shapiro, D.L. *The impact of national culture on employee resistance to teams*. Invited talk at The Fuqua School of Business, Duke University.

REFEREED CONFERENCE PRESENTATIONS

2008 Shapiro, D.L., G. Chen, **P. Nangia Sharma, S. Edinger, & L. Farh**. Individual differences in innovative performance as a reaction to relationship conflict: The moderating effects of employee collectivism and empowerment. Paper presented at the annual meeting of the Academy of Management, Anaheim (August).

2008 **Jin, S.**, Seo, M., & Shapiro, D.L. Revisiting the link between leaders' emotional intelligence and transformational leadership: The moderating role of emotional intensity. Paper presented at the annual meeting of the Academy of Management, Anaheim (August).

2008 **Nangia Sharma, P.**, Chen, G., Shapiro, D.L., & L. Fahr. What leads leaders to empower?: The roles of leaders' sense of empowerment and cultural values. Paper presented at the annual meeting of the Society for Industrial/Organizational Psychology, San Francisco (April).

2007 Shapiro, D.L. (with D. Mayer & M. Schminke). Tuning in or toning down: How supervisors and coworkers can enhance or detract from ethical 'tone at the top.' Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).

2007 Shapiro, D.L. (with B. Goldman, M. Pearsall, & S. Gilliland). An investigation of organizational reluctance to mediate employee disputes. Paper presented as part of the All-Academy Showcase symposium, "Who mediates, how, and why? Reluctant, informal and formal mediators. Paper presented at the annual meeting of the Academy of Management, Philadelphia (August).

2006 Shapiro, D.L. "What are AOM members saying The Academy can do to help their scholarship better serve the public domain?" Paper presented as part of the All-Academy Showcase symposium, "Management Scholarship and the Public Concern: How Can the Academy of Management Help Transform Knowledge to Action in the Public Domain?" at the annual meeting of the Academy of Management, Atlanta (August).

2006 Shapiro, D.L. & **DeCelles, K.A.** Perceiving fair treatment by organizational leaders: How does this affect employees' willingness to report misconduct? Presented as part of a Showcase Symposium: "Ethical and Unethical Behavior in a Knowledge Economy: A Social Exchange Perspective" at the Academy of Management, Atlanta (August)

2005 Goldman, B., Shapiro, D.L., Cropanzano, R., Thatcher, S., & Ko, J. The role of morality in mediated disputes at work: A justice perspective. Paper presented as part of the symposium titled: "Healing, Forgiving, and Resolving Conflicts in the 21st Century" at the annual meeting of the Academy of Management, Honolulu, HI (August).

2005 Shapiro, D.L. & **DeCelles, K.** Exposing organizations' "dirty laundry": Revisiting how, and why, employees blow the whistle. Paper presented as part of an All-Academy Showcase symposium titled: "Justice and Conflict: The Transformation of Injustice in the Workplace" at the annual meeting of the Academy of Management, Honolulu, HI (August).

2004 Shapiro, D.L. There and back again: Changing perceptions of unfairness by third-party mediation. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA.

2004 Shapiro, D.L. Discussant for symposium entitled "Fairness and counterfactuals" at the annual meeting of the Academy of Management, New Orleans, LA.

2004 **Porath, C.**, Shapiro, D.L., & McDuffy, M. Violence in the workplace. Interactive paper presented at the annual meeting of the Academy of Management, New Orleans, LA.

2004 Shapiro, D.L. Discussant for symposium entitled: “*Victims’ Responses to Injustice: New Frontiers in Workplace Justice*,” SIOP, Chicago, IL (April).

2003 Slay, H., **Williamson, I.**, & Shapiro, D.L. Advertising for diversity. Paper presented at the annual meeting of the Academy of Management, Seattle (August).

2002 Shapiro, D.L., **Furst, S.A.**, Spreitzer, G., & Von Glinow, M.A. Teams in the electronic age: Are team identity and high-performance at risk? Paper presented as part of a symposium entitled: “State of the Art: Development of trust and identity in global virtual teams. Western Academy of Management, Santa Fe (March 22).

2002 **Kirkman, B.L.**, Shapiro, D.L., & Gidley, A.J. 2002. Assessing the relative impact of cultural values and demographic heterogeneity on work team processes and performance. Paper presented as part of an All-Academy Showcase Symposium titled “*Demographics and Teams*” at the annual meeting of the National Academy of Management, Denver, CO (August).

2002 Aquino, K., Bennett, R.J., Shapiro, D.L., & **Kim, T.** Response to workplace offenses: Does gender- and ethnic-Dissimilarity Matter? Paper presented at the annual meeting of the National Academy of Management, Denver, CO (August).

2002 Shapiro, D.L., Tinsley, C., Okumura, T., & Brett, J.M. How third parties make justice and the way disputants see it: Does this differ across culture? Paper presented at the annual meeting of the National Academy of Management, Denver, CO (August).

2001 Tinsley, C., Brett, J.M., Okumura, T., & Shapiro, D.L. Employee disputes in Japan vs. the U.S.: Should the intervention be different? Paper presented at the International Association for Conflict Management in Paris, France (June).

2001 Shapiro, D.L. & **Kim, T.** Retaliation against supervisory mistreatment: Only in America? Paper presented as part of an All-Academy Showcase symposium (co-organized by me and Daniel Skarlicki) entitled: “*Employee Retaliation against Governance: Only in America?*” at the annual meeting of National Academy of Management (August).

2001 Von Glinow, M.A., Shapiro, D.L., & McLean Parks, J. U. S. President Clinton’s leadership: Differing views across the globe. Paper presented as part of a symposium (co-organized by me and Terri Scandura) entitled: “*Governing as Leaders in the 21st Century: International Challenges*” at the annual meeting of National Academy of Management (August).

2001 Tinsley, C., Brett, J.M., Okumura, T., & Shapiro, D.L. Leading disputing employees to agreement: Does this differ in Japan vs. the U.S.? Paper presented as part of a symposium (co-organized by me and Terri Scandura) entitled: “*Governing as Leaders in the 21st Century: International Challenges*” at the annual meeting of National Academy of Management (August).

2001 Tinsley, C., Brett, J.M., Okumura, T., & Shapiro, D.L. Employee disputes in Japan vs. the U.S.: Should the intervention be different? Paper presented at the International Association for Conflict Management in Paris, France (June).

2000 Shapiro, D.L., Tinsley, C., & Okumura, T. Meddling: How should managers intervene in nationally-different employees' disputes? Paper presented as part of an All-Academy Showcase Symposium (co-organized by me and Maddy Janssens) entitled: "How can the Innovative Potential of Cultural Differences be Realized?" at the annual meeting of National Academy of Management (August).

2000 Rosen, B., **Furst, S.**, Blackburn, R., & Shapiro, D.L. Is virtual the same as being there?: Not really! Paper presented as part of an All-Academy Showcase Symposium entitled "Managing Virtual Teams" at the annual meeting of National Academy of Management (August). (*THIS SESSION RECEIVED THE MOST INNOVATIVE SESSION-AWARD FROM THE OB DIVISION OF THE ACADEMY.*)

2000 McLean Parks, J., Shapiro, D.L., & Von Glinow, M.A. Love is blind and forgiveness devine: Reactions to a leader's transgressions. Paper presented as part of an All-Academy Showcase Symposium entitled: "Puzzles and Paradoxes of Organizational Justice Research" at the annual meeting of National Academy of Management (August).

2000 Shapiro, D.L. The measure, and meaning, of time. Poem presented at the annual meeting of the National Academy of Management.

1999 **Gomez, C., Kirkman, B.L.,** & Shapiro, D.L. The impact of power distance on the relationship between participation and organizational commitment in Argentina, Mexico, and the United States. Paper presented at the annual meeting of the National Academy of Management (August).

1999 **Porath, C.,** Pearson, C., & Shapiro, D.L. Turning the other cheek or an eye for an eye: Targets' responses to incivility. Paper interactively presented at the annual meeting of the National Academy of Management (August).

1999 **Lovelace, K.,** Shapiro, D.L., & Weingart, L.R. Maximizing crossfunctional new product teams' innovativeness and constraint adherence: A conflict communications perspective. Paper presented at the annual meeting of International Association for Conflict Management, San Sebastien, Spain (June). (received the Best Empirical Paper Award)

1999 McLean Parks, J., Shapiro, D.L., & Von Glinow, M.A. Why bad leaders stay in good (high-ranking) places. Paper presented at the annual meeting of International Association for Conflict Management, San Sebastien, Spain (June).

1998 **Gomez, C.B., Kirkman, B.L., & Shapiro, D.L.** The impact of ingroup-outgroup relations on reward allocation: A cross-cultural comparison of Mexico and the United States. Paper presented at the national meeting of the Academy of Management, San Diego, CA (August).

1998 **Williamson, I. & Shapiro, D.L.** The effects of affirmative action policy on potential applicants' perceptions of organizational attractiveness. Paper presented at the national meeting of the Academy of Management, San Diego, CA (August).

1998 Conlon, D. & Shapiro, D.L. Before and after downsizing: Employee concerns and company responses. Paper presented at the national meeting of the Academy of Management, San Diego, CA (August).

1998 Rahim, M.A., Magner, N.R., & Shapiro, D.L. Do fairness perceptions influence conflict-handling styles?: What fairness perceptions, precisely? Paper presented at the annual meeting of the International Association for Conflict Management, College Park, MD (June).

1998 Shapiro, D.L. Anticipatory injustice and its implications for management. Paper presented at the annual meeting of the International Association for Conflict Management, College Park, MD (June).

1998 Shapiro, D.L. Discussant for symposium entitled: "Innovating organizational justice: Cultural, value and stakeholders' perspectives" at the annual meeting of the Society for Industrial-Organizational Psychology, Dallas, TX (April).

1997 Conlon, D. & Shapiro, D.L. Rumors and downsizing: A call for justice. Paper presented at the annual meeting of the International Association for Conflict Management, Bonn Germany (June).

1997 **Kirkman, B.L. & Shapiro, D.L.** Why team members won't share: Individual- and team-level correlates of employee receptivity to team-based rewards. Paper presented at the national meeting of the Academy of Management, Boston, MA (August).

1996 Shapiro, D.L. Justice in change: Exploring the illusions and reality of justice in organizational change. Symposium, for which I was discussant, presented at the national meeting of the Academy of Management, Cincinnati, OH (August).

1996 Brett, J.M., Shapiro, D.L., & Lytle, A. Refocusing rights- and power-oriented negotiators toward integrative negotiations: Process and outcome effects. Paper presented at the national meeting of the Academy of Management, Cincinnati, OH (August).

1996 **Kirkman, B.L.** & Shapiro, D.L. Toward a model of globalized team effectiveness. Paper presented at the national meeting of the Academy of Management, Cincinnati, OH (August).

1995 Rognes, J. & Shapiro, D.L. Culture, styles, and outcomes in group and dyadic negotiations: A study of American and Norwegian negotiators. Paper presented at the annual meeting of the International Association of Conflict Management, Copenhagen (June).

1994 Shapiro, D.L., **Sharma, A.**, & Kesner, I.F. The role of third parties in merger negotiations: Buyers beware. Paper presented at the national meeting of the Academy of Management, Dallas (August).

1994 Shapiro, D.L., **Houghton, S.**, & Kesner, I.F. Accounts as informal influence tactics: A conceptual model and propositions. Paper presented at the national meeting of the Academy of Management, Dallas (August).

1994 **Kirkman, B.L.**, Shapiro, D.L., & Novelli, L. Employee resistance to workteams: A justice perspective. Paper presented at the national meeting of the Academy of Management, Dallas (August).

1994 **Kirkman, B.L.**, Shapiro, D.L., Novelli, L., & Brett, J.M. Employee concerns regarding self-managing work teams: A multidimensional justice perspective. Paper presented at the Behavioral Research and Ethics Conference, Northwestern University (July).

1994 Shapiro, D.L., Trevino, L., & Victor, B. Correlates of employee theft: A multi-dimensional justice perspective. Paper presented at the annual meeting of the International Association of Conflict Management (June).

1994 Friedman, R.A. & Shapiro, D.L. Deception and mutual gains bargaining: Are they mutually exclusive? Paper presented at the annual meeting of the International Association of Conflict Management, Eugene, Oregon (June).

1993 Shapiro, D.L. When do employees use deceptive tactics to stop unwanted organizational change?: A negotiation perspective. Paper presented at the biannual Conference on Negotiation, Georgetown University (November).

1993 Shapiro, D.L. Ethical dilemmas of getting people to "yes" in dispute resolution and negotiation. Paper presented at the national pre-conference meeting of the Conflict Management Division of the Academy of Management, Atlanta (August).

1992 Shapiro, D.L. Refining the theory of procedural justice by reconsidering what it means to “consider” employees’ expressed views. Paper presented at the annual conference of the Society of Industrial/Organizational Psychology, Montreal, Quebec (May).

1992 Shapiro, D.L. ‘Dynamicizing’ conflict management research. Paper presented at the national pre-conference meeting of the Conflict Management Division of the Academy of Management, Las Vegas, Nevada (August).

1992 Shapiro, D.L. The importance of “considering” grievants’ expressed views: What does this mean? Paper presented at the national meeting of the Academy of Management, Las Vegas, Nevada (August).

1992 Shapiro, D.L. & Rosen, B. Investigation of managerial intervention in employee disputes. Paper presented at the national meeting of the Academy of Management, Las Vegas, Nevada (August).

1992 Kesner, I.F., Shapiro, D.L., & **Sharma, A.** Brokering mergers: Applying a negotiations perspective to predict compensation of investment banks. Paper presented at the national meeting of the Academy of Management, Las Vegas, Nevada (August).

1991 Shapiro, D.L. Symposium coordinator of a 1991 National Academy of Management pre-conference program entitled “The authors meet the critics: Book reviews of Negotiation and Third Party Intervention (UK: Open University Press) by Dean Pruitt and Peter Carnevale.”

1991 Shapiro, D.L. & Brett, J.M. Comparing the instrumental and value-expressive models of procedural justice under conditions of high and low decision control. Paper presented at the national meeting of the Academy of Management, Miami, FLA (August).

1991 Shapiro, D.L., Buttner, E.H., & **Barry, B.** Explanations: When are they judged adequate? Paper presented at the national meeting of the Academy of Management, Miami, FLA (August).

1991 **Sharma, A.**, Shapiro, D.L., & Kesner, I.F. Targets of mergers: What factors predict their degree of resistance?. Paper presented at the national meeting of the Academy of Management, Miami, FLA (August).

1991 (With Bart Victor) Managing employee theft. Presentation made at the Conference for the Center of Management Studies at the Kenan Institute of Private Enterprise, University of North Carolina at Chapel Hill (June).

1990 Shapiro, D.L. Telling workers about layoffs: What can we learn from the theory of procedural justice? Presentation made at the Conference for the Center of Management Studies at the Kenan Institute of Private Enterprise, University of North Carolina at Chapel Hill (June).

1990 **Barry, B.** & Shapiro, D.L. Toward a reconceptualization of social influence in organizations. Paper presented at the national meeting of the Academy of Management, San Francisco (August).

1989 Shapiro, D.L. & **Miguel, M.** Explanations: Can they reduce victims' negative reactions to exposed deceit and costly consequences? Paper presented at the national meeting of the Academy of Management, Washington, D.C. (August)

1988 Shapiro, D.L. & Bies, R.J. The use of disclaimers in deception: Deflecting blame before you're blamed. Paper presented at the national meeting of the Academy of Management, Anaheim, California (August).

1988 Shapiro, D.L. & Buttner, H.B. Adequate explanations: What are they, and do they enhance procedural justice under severe outcome circumstances? Paper presented at the national meeting of the Academy of Management, Anaheim, California (August).

1987 Bies, R.J. & Shapiro, D.L. It's not my fault, it's for the greater good, and it's not as bad as you think: The influence of social accounts on perceptions of managerial legitimacy. Paper presented at the national meeting of The Academy of Management, New Orleans, Louisiana (August).

1987 Shapiro, D.L. Negotiation research in the laboratory: Implications for resolving conflict in the health care sector. Paper presented in the symposium (D.L. Shapiro, Chair), "Examining Health Care Issues from a Negotiation Perspective" at the national meeting of The Operation Research Society Association, New Orleans, Louisiana (May).

1987 Shapiro, D.L. Tutorial: Research and teaching methodologies for negotiation phenomena. Tutorial presented at the national meeting of The Operation Research Society Association, New Orleans, Louisiana (May).

1987 Shapiro, D.L. Cognitive biases in negotiation: What to do about them in theory and practice. Paper presented as the discussant on a symposium at the first annual meeting of the International Association of Conflict Management, Reston, Virginia (June).

1987 Shapiro, D.L. Deceptive communication in the bargaining context: Does hedging enhance the bluffer's chance of gaining trust, pardon, and integrative agreements? Paper presented at the Social Science Conference on Justice, Conflict, and the Law, Kill Devil Hills, North Carolina (June).

1985 Brett, J.M. & Shapiro, D.L. Procedural justice: A test of competing theories. Paper presented at the national meeting of the Law and Society Association, San Diego, California (June).

1984 Shapiro, D.L., Drieghe, R., & Brett, J.M. Mediator behavior and the outcome of mediation. Paper presented at the national meeting of the American Psychological Association, Toronto, Canada (August).

RESEARCH GRANTS

September 2006	Recipient of a \$65,000.00 Kaufmann Foundation grant
December 2003	Recipient of a (\$8750.00) GRB grant from the U of Maryland
May 2000	Recipient of a (\$22,000.00) grant as a Jefferson Pilot Foundation Research Fellow
May 1999	Recipient of a (\$20,000.00) grant as a Belk Foundation Research Fellow
May 1998	Recipient of a (\$15,000.00) grant as a Latane Research Fellow
May 1995	Recipient of a (\$12,500) grant as a Cato Research Fellow
April 1993	Recipient of a (\$7500) grant from the Center of Management Studies, Institute of Private Enterprise, University of North Carolina at Chapel Hill
March 1992	Recipient of a (\$1000) grant from the University Research Council, University of North Carolina at Chapel Hill
September 1991	Recipient of a (\$3,800) grant from the Dispute Resolution Research Center, Northwestern University
September	Recipient of a (\$7,000) grant from the Dispute Resolution Research Center,

1988 Northwestern University
April 1987 Recipient of a University Research Council Grant (\$1500.00), University of North Carolina at Chapel Hill
Sept. 1984 Recipient of a dissertation fellowship grant (\$5000.00) from the National Institute of Dispute Resolution

BOOK REVIEWS

October 1990 Sheppard, B.H., Lewicki, R.J., & Minton, J. Organizational justice. New York: Lexington Books.
January 1991 M. Killingsworth (1990). The Economics of Comparable Worth. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research. *This review appeared in Personnel Psychology, Fall 1991.*

REVIEWER

RESPONSIBILITIES

Guest-Editor (with R. Steers and R. Mowday) for the 2004 AMR Special Issue on “*The Future of Work Motivation Theory*”

Associate Editor, Academy of Management Journal (2005-2007)

Editorial Board member for:

Academy of Management Journal (2004-2005; 2007-),
Academy of Management Review (1996-2002),
Journal of Management (2005-)
Journal of Organizational Behavior (2003-)
Journal of International Business Studies (2003-)
The International Journal of Conflict Management (1992-
present)

Negotiation & Conflict Management Research (2006-present)

Adhoc reviewer for:

The Administrative Science Quarterly,
The Academy of Management Journal,
Organizational Behavior and Human Decision Processes,
Organization Science,
Journal of Applied Psychology,
Journal of Personality and Social Psychology,

Group Decision and Negotiation, and
Group and Organization Management

Papers submitted to the Conflict Management Division for presentation at the national Academy of Management meeting.

Papers submitted for presentation at the annual meeting of the International Association of Conflict Management.

EXECUTIVE MANAGEMENT TEACHING/TRAINING

American Financial Services Association, Allstate, Biomedical Home Care, Inc., Black & Decker, Comphealth Program, Developmental Disabilities Training Institute, Glaxo-Wellcome, Hospital Management Institute, InPhyNet, Kron Program, Lockwood Greene, Long Beach Mortgage Company, Management Academy, Merck, Merrill Lynch, National Association for Educational Buyers, National Association for Purchasing Managers, National Foundation for Women Legislators, National Gypsum, North Carolina Memorial Hospital's Executive Management Program, Northrup Grumman, Physicians' Medical Management Association, Principals' Executive Program, Program for Manager Development, Program for Technology Managers, Roche Biomedical, Inc., Sony Ericsson, University Management Development Program, U.S. Bankruptcy Court, U.S. Postal Service, Young Executives Institute

PROFESSIONAL MEMBERSHIPS

Academy of Management
International Association of Conflict Management,
Academy of International Business

TEACHING EXPERIENCE

<u>Year</u>	<u>Degree</u>	<u>Courses Taught</u> *	<u>Institution</u>
August 2003 to present School of Maryland	M.B.A., E.M.B.A., Ph.D. & undergrad	Negotiations, Leadership, Cross-cultural challenges, Managing Organizational Conflict	Robert H. Smith Business, U of
Fall 1986 to 2003 North Carolina	B.S., M.B.A., E.M.B.A. Ph.D.	Negotiations, Intro to Mgmt Managing Groups/Teams	Kenan-Flagler Business School University of at Chapel Hill
1984-1985	M.B.A	Negotiations	J.L. Kellogg Graduate School of Management

*=consistently receive top 10-15% teaching ratings