

# Hui Liao

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## **EDUCATION**

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July 2002      Ph.D. Carlson School of Management, University of Minnesota  
Areas of Concentration: Organizational Behavior & Human Resources

July 1997      B.A. Renmin University of China  
International Economics

## **ACADEMIC/PROFESSIONAL APPOINTMENTS**

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2010 – Present      Research Director  
Center for Excellence in Service  
Robert H. Smith School of Business, University of Maryland

July 2008 – Present      Associate Professor (with Tenure)  
Management and Organization Department  
Robert H. Smith School of Business, University of Maryland

July 2007 – June 2008      Associate Professor (with Tenure)  
School of Management and Labor Relations  
Rutgers, The State University of New Jersey

July 2003 – June 2007      Assistant Professor  
School of Management and Labor Relations  
Rutgers, The State University of New Jersey

July 2002 – June 2003      Assistant Professor  
Institute of Labor and Industrial Relations  
University of Illinois at Urbana-Champaign

## **PRIMARY RESEARCH INTERESTS**

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- Service Quality/Proactivity/Creativity
- Leadership
- Diversity & Inclusion
- Cross-cultural Management
- Strategic Human Resource Management

## **AWARDS AND HONORS**

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- 2010 -2011, *Top 15% Teaching Award*, Robert H. Smith School of Business, University of Maryland.
- 2011, 2010, 2009, 2007, 2006, 2004, *Best Paper Proceedings*, Academy of Management Meetings.
- 2010, *Scholarly Achievement Award*, HR Division, Academy of Management.
- 2009, *Distinguished Early Career Contribution Award*, Society for Industrial Organizational Psychology (SIOP).
- 2009, *Early Career Achievement Award*, HR Division, Academy of Management.
- 2008-2009, *Top 15% Teaching Award*, Robert H. Smith School of Business, University of Maryland.
- 2008, Bronze Medal for *Best Conference Paper Award- Micro Paper Track* of the 2008 International Association for Chinese Management Research (IACMR).
- 2006, OB Division *Outstanding Reviewer*, Academy of Management.
- 2006, *Dorothy Harlow Distinguished Paper Award*, Gender and Diversity in Organizations (GDO) Division, Academy of Management.
- 2002, *Best Doctoral Student Paper Award*, OB/OT/OD Division, Southern Management Association.
- 2001-2002, *Carlson School of Management Dissertation Fellowship*, University of Minnesota.
- 1997-2001, *Carlson School of Management Fellowship*, University of Minnesota.
- 1997-2001, *Carlson School of Management Research/Teaching Assistantship*, University of Minnesota.

## **REFEREED JOURNAL ACCEPTANCE AND PUBLICATIONS**

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(† denotes equal contributors, \* denotes the coauthor as a doctoral student at the start of the research project)

1. Raub, S., & **Liao, H.** (in press). Doing the right thing without being told: Joint effects of initiative climate and general self-efficacy on employee proactive customer service performance. *Journal of Applied Psychology*.
2. Liu\*, D., **Liao, H.**, & Loi, R. (in press). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on creativity. *Academy of Management Journal*.

3. Wang, M., **Liao, H.**, Zhan\*, Y., & Shi, J. (2011). Daily customer mistreatment and employee sabotage against customers: Examining emotion and resource perspectives. *Academy of Management Journal*, 54, 312-334.
4. McKay, P. F., Avery, D. R., **Liao, H.**, & Morris, M. A. (2011). Does diversity climate lead to customer satisfaction? It depends on the service climate and business unit demography. *Organization Science*, 22, 788-803.
5. Joshi, A., **Liao, H.**, Roh\*, H. (2011). Bridging domains in workplace demography research: A review and reconceptualization. Special Issue, "Walking New Avenues in Management Research Methods and Theories: Bridging Micro and Macro Domains." *Journal of Management*, 37, 521-552.
6. **Liao<sup>†</sup>, H.**, Liu<sup>†\*</sup>, D., & Loi<sup>†</sup>, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of LMX and TMX relationship quality and differentiation on creativity. *Academy of Management Journal*. 53, 1090-1109.
7. Chuang<sup>†\*</sup>, C. H., & **Liao<sup>†</sup>, H.** (2010). Strategic human resource management in service context: Taking care of business by taking care of employees and customers. *Personnel Psychology*, 63, 153-196.
  - *Finalist* for the *Best Conference Paper Award- Micro Paper Category* of the 2008 International Association for Chinese Management Research (IACMR) Meeting, Guang Zhou, China.
8. **Liao, H.**, Toya, K., Lepak, D, & Hong\*, Y. (2009). Do they see eye to eye? Management and employee perspectives of high performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94, 371-391.
  - *Winner of the Scholarly Achievement Award*, HR Division, Academy of Management, 2010.
9. Joshi, A., Lazarova, M. B., & **Liao, H.** (2009). Getting everyone on board: The role of inspirational leadership in geographically dispersed teams. *Organization Science*, 20, 240-252.
10. **Liao, H.**, Chuang, A., & Joshi, A. (2008). Perceived deep-level dissimilarity: Personality antecedents and impact on overall job attitude, helping, work withdrawal, and turnover. *Organizational Behavior and Human Decision Processes*, 106, 106-124.
  - *Winner of the Dorothy Harlow Distinguished Paper Award*, Gender and Diversity in Organizations Division, Academy of Management, 2006.
11. **Liao<sup>†</sup>, H.**, & Subramony<sup>†</sup>, M. (2008). Employee customer orientation in manufacturing organizations: Joint influences of customer proximity and senior leadership team.

*Journal of Applied Psychology*, 93, 317-328.

12. **Liao, H.**, & Chuang, A. (2007). Transforming service employees and climate: A multi-level multi-source examination of transformational leadership in building long-term service relationships. *Journal of Applied Psychology*, 92, 1006-1019.
13. **Liao, H.** (2007). Do it right this time: The role of employee service recovery performance in customer-perceived justice and customer loyalty after service failures. *Journal of Applied Psychology*, 92, 475-489.
14. Joshi, A., **Liao, H.**, & Jackson, S. E. (2006). Cross-level effects of workplace diversity on sales performance and pay. *Academy of Management Journal*, 49, 459-481.
15. **Liao<sup>†</sup>, H.**, & Rupp<sup>†</sup>, D. E. (2005). The impact of justice climate and justice orientation on work outcomes: A cross-level multifoci framework. *Journal of Applied Psychology*, 90, 242-256.
16. **Liao, H.**, Joshi, A., & Chuang, A. (2004). Sticking out like a sore thumb: employee dissimilarity and deviance at work. *Personnel Psychology*, 57, 969-1000.
17. **Liao, H.**, & Chuang, A. (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes. *Academy of Management Journal*, 47, 41-58.
  - *Winner of the Best Doctoral Student Paper Award*, OB/OT/OD Division, Southern Management Association, Atlanta, 2002.
18. Glomb, T. M., & **Liao, H.** (2003). Interpersonal aggression in work groups: Social influences, reciprocal and individual effects. *Academy of Management Journal*, 46, 486-496.

#### **OTHER REFEREED JOURNAL PUBLICATIONS**

(<sup>†</sup> denotes equal contributors, \* denotes the coauthor as a doctoral student at the start of the research project)

19. Kammeyer-Mueller, J. D., Livingston\*, B. A., & **Liao, H.** (2011). Perceived similarity, proactive adjustment, and organizational socialization. *Journal of Vocational Behavior*, 78, 225-236.
20. Hong\*, Y., Catano, V. M., & **Liao, H.** (2011). Leader emergence: The role of emotional intelligence and motivation to lead. *Leadership and Organizational Development Journal*.
21. Kammeyer-Mueller<sup>†</sup>, J. D., & **Liao<sup>†</sup>, H.** (2006). Workforce reduction and organizational attractiveness: Examining job seekers' reactions to firm downsizing policies. *Human Resource Management*, 45, 585-603.

22. Arvey, R. D., Harpaz, I., & **Liao, H.** (2004). Work centrality and post-award work behavior of lottery winners. *Journal of Psychology*, 138, 404-420.
23. Butler, R. J., & **Liao, H.** (2002). Job performance failure and occupational carpal tunnel claims. *Journal of Occupational Rehabilitation*, 12, 1-12.
24. **Liao, H.**, Arvey, R. D., Butler, R. J., & Nutting, S. M. (2001). Correlates of work injury frequency and duration among firefighters. *Journal of Occupational Health Psychology*, 6, 229-242.
  - Featured in the *American Psychological Association (APA) Press Releases*: <http://www.apa.org/releases/occuphealth.html>

## **REFEREED CONFERENCE PROCEEDINGS**

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(\* denotes the coauthor as a doctoral student at the start of the research project)

25. Chung\*, Y, **Liao, H.**, Subramony, M., Jackson, S. E, Colakoglu\*, S. & Jiang\*, Y. (2011). A Cross-level analysis of demographic faultline strength and diversity climate on job dedication. *Best Paper Proceedings of the 70<sup>th</sup> Annual Meeting of the Academy of Management*.
26. Liu\*, D., **Liao, H.**, & Loi, R. How and when? (2010). Why, when, and how? An investigation of the cascading impact of abusive supervision on employee creativity. *Best Paper Proceedings of the 69<sup>th</sup> Annual Meeting of the Academy of Management*.
27. Zhao, Z. J., Guthrie, J., & **Liao, H.** (2009). HRM Configurations, KSAs, Motivation, and Knowledge Creation: A Multilevel Model. *Best Paper Proceedings of the 68<sup>th</sup> Annual Meeting of the Academy of Management*.
28. **Liao, H.**, Toya, K., Lepak, D., & Hong\*, Y. (2007). Strategically-focused and employee-experienced work system: Service quality as an objective. *Best Paper Proceedings of the 66<sup>th</sup> Annual Meeting of the Academy of Management*.
29. Kammeyer-Mueller, J., Livingston\*, B. A., Liao, H. (2007). Odd man (or woman) out: Demographic dissimilarity and the socialization of newcomers. *Best Paper Proceedings of the 66<sup>th</sup> Annual Meeting of the Academy of Management*.
30. **Liao, H.**, Chuang, A., & Joshi, A. (2006). In the eye of the beholder: Understanding perceived dissimilarity. *Best Paper Proceedings of the 65<sup>th</sup> Annual Meeting of the Academy of Management*.
31. Joshi, A., Lazarova, M. B., & **Liao, H.** (2006). A cross-level study of identification in geographically dispersed teams: The role of leadership. *Best Paper Proceedings of the 65<sup>th</sup> Annual Meeting of the Academy of Management*.

32. Joshi, A., **Liao, H.**, & Jackson, S. E. (2004). Do they practice what they preach? A cross-level investigation of pay inequity. *Best Paper Proceedings of the 63<sup>rd</sup> Annual Meeting of the Academy of Management*.
33. **Liao, H.**, & Chuang, A. (2002). A multilevel investigation of employee service performance. *Proceedings of the 2002 Annual Meeting of the Southern Management Association*.

### **BOOK CHAPTERS AND ANNUAL RESEARCH SERIES**

(\* denotes the coauthor as a doctoral student at the start of the research project)

34. **Liao, H.**, & Searcy\*, D. W. (in press). Positive customer exchanges. In L. T. Eby & T. D. Allen (Eds.), *Personal Relationships: The Effect of Supervisory, Co-worker, Team, Customer and Nonwork Exchanges on Employee Attitudes, Behavior, and Well-being*. SIOP Frontier Series.
35. **Liao, H.**, & Chuang, A. (2008, in Chinese). Multilevel model building and analysis. In X. P. Chen, A. Tsui, & J. Farh (Eds.), *Empirical Methods for Organization and Management Research*. Peking University Press.
36. Rupp, D. E., Bashshur\*, M. R., & **Liao, H.** (2007). Justice climate past, present, and future: Models of structure and emergence. In F. Dansereau & F.J. Yammarino (Eds.), *Research in Multi-Level Issues*, Vol. 6, 357-396. Oxford, UK: Elsevier.
37. Rupp, D. E., Bashshur\*, M. R., & **Liao, H.** (2007). Justice climate: Consideration of the source, target, specificity, and emergence. In F. Dansereau & F.J. Yammarino (Eds.), *Research in Multi-Level Issues*, Vol. 6, 439-459. Oxford, UK: Elsevier.
38. Lepak, D.P., **Liao, H.**, Chung\*, Y., & Harden\*, E. (2006). A conceptual review of human resource management systems in strategic human resource management research. In J. Martocchio (Ed.), *Research in Personnel and Human Resources Management*, Vol. 25, 217-271. Oxford, UK: Elsevier.
39. Kammeyer-Mueller\*, J. D., **Liao, H.**, & Arvey, R. D. (2001). Downsizing and organizational performance: A review of the literature from a stakeholder perspective. In G. R. Ferris (Ed.), *Research in Personnel and Human Resources Management*, Vol. 20, 269-329. Stamford CT: JAI Press.

### **PRESENTATIONS OF PROFESSIONAL PAPERS**

#### **Organized/Discussed Refereed Conference Symposia**

1. Discussant. *HR in Small and Medium Size Firms*. Symposium chaired by Miguel Quinones at the Academy of Management Meeting, Philadelphia, August 2007.
2. Organizer. *Service management around the globe*. Symposium presented at the 22<sup>nd</sup>

Annual Conference of the Society of Industrial Organization Psychology, New York, New York, April 2007.

3. Organizer. *Human resource management and performance: Challenging issues and new directions*. Symposium presented at the Academy of Management Meeting, Atlanta, August 2006.
4. Organizer. *Linkage research in customer service: Connecting levels, stakeholders, and disciplines*. Symposium presented at the 21<sup>st</sup> Annual Conference of the Society of Industrial Organization Psychology, Dallas, Texas, May 2006.
5. Organizer. *Customer service: Antecedents, processes, and impact on the bottom line*. Symposium presented at the Academy of Management Meeting, New Orleans, August 2004.
6. Organizer. *Managing diversity in turbulent times: A "SWOT" analysis*. Symposium presented at the 19<sup>th</sup> Annual Conference of the Society of Industrial Organizational Psychology, Chicago, April 2004.
7. Organizer. *Through a multilevel perspective: Understanding individual and team performance*. Symposium presented at the Academy of Management Meeting, Seattle, August 2003.

#### **Refereed Conference Presentations**

1. Searcy, D., Liao, H., Venkataramani, V., & Wang, M. *The burden of social exchange: How and when high quality LMX leads to employee unethical behavior*. Paper presented at the Academy of Management Meeting, San Antonio, August 2011.
2. Chung, Y, Liao, H., Subramony, M., Jackson, S. E, Colakoglu, S. & Jiang, Y. *A cross-level analysis of demographic faultline strength and diversity climate on job dedication*. Paper presented at the Academy of Management Meeting, San Antonio, August 2011.
3. Martin, S. L., Liao, H., & Campbell-Bush, E. *Comparing empowering leadership and directive leadership in a high power distance culture: A field experiment in the UAE*. Paper presented at the Academy of Management Meeting, San Antonio, August 2011.
4. Liu, D., Liao, H., & Loi, R. *How and when? An investigation of the cascading impact of abusive supervision on employee creativity*. Paper presented at the Academy of Management Meeting, Montreal, August 2010.
5. Wang, M., Liu, S., Liao, H., & Shi, J. *Daily customer mistreatment and employees' negative mood: The rumination process*. Paper presented at the Academy of Management Meeting, Montreal, August 2010.
6. Han, J., Liao, H., Taylor, S. M., & Kim, S. *The effects of HRM and organizational*

- context on transformational leadership and team performance*. Paper presented at the Academy of Management Meeting, Montreal, August 2010.
7. Wang, M., Liao, H., Zhan, Y., & Shi, J. *Daily customer mistreatment and employee sabotage against customer: A resource perspective*. Paper presented at the Academy of Management Meeting, Chicago, August 2009.
  8. Raub, S., & Liao, H. *Initiative climate and emergent work role performance in the service sector: A cross-level moderated mediation model*. Paper presented at the Academy of Management Meeting, Chicago, August 2009.
  9. Zhao, Z. J., Guthrie, J., & Liao, H. *HRM configurations, KSAs, motivation, and knowledge creation: A multilevel model*. Paper presented at the Academy of Management Meeting, Chicago, August 2009.
  10. Liao, H., Liu, D., & Loi, R. *LMX and TMX: Is relationship differentiation an angel or a devil in work teams?* Paper presented at the Academy of Management Meeting, Anaheim, August 2008.
  11. McKay, P. F., Avery, D. R., Liao, H., & Morris, M. A. *Races matter even more: How minority representation moderates diversity climate effects on customer satisfaction*. Paper presented at the Academy of Management Meeting, Anaheim, August 2008.
  12. Hong, Y., Catano, V. M., & Liao, H. *Leader emergence and effectiveness: The role of gender, emotional intelligence, and motivation to lead*. Paper presented at the Annual Conference of the American Psychological Association, Boston, August 2008.
  13. Chuang, C. H., & Liao, H. *A multi-stakeholder perspective of human resource management in service organizations: Aligning the interests of employees, customers, and shareholders*. Paper presented at the 3<sup>rd</sup> Conference of the International Association for Chinese Management Research (IACMR), June 2008, Guangzhou, China.
  14. Castellano, B., & Liao, H. *Understanding how contract service workers form and react to justice perception*. Paper presented at the 23<sup>rd</sup> Annual Conference of the Society of Industrial Organization Psychology, San Francisco, April 2008.
  15. Kammeyer-Mueller, J. D., Livingston, B. A., & Liao, Hui. *Perspectives on group socialization from established members and newcomers*. Paper presented at the 23<sup>rd</sup> Annual Conference of the Society of Industrial Organization Psychology, San Francisco, April 2008.
  16. Rupp, D. E., Ng, Z. W., Liao, H., & Drasgow, F. *Multifoci justice climate: Target similarity and the moderating role of achievement orientation*. Paper presented at the 23<sup>rd</sup> Annual Conference of the Society of Industrial Organization Psychology, San Francisco, April 2008.

17. Liao, H., & Subramony, M. *Employee customer-orientation in manufacturing organizations: Joint effects of customer proximity and senior leadership team's customer orientation*. Paper presented at the annual conference of the Frontiers in Service, San Francisco, October 2007.
18. Liao, H., Toya, K., Lepak, D., & Hong, Y. *Strategically-focused and employee-experienced work system: Service quality as an objective*. Paper presented at the Academy of Management Meeting, Philadelphia, August 2007.
19. Kammeyer-Mueller, J., Livingston, B. A., Liao, H. *Odd man (or woman) out: Demographic dissimilarity and the socialization of newcomers*. Paper presented at the Academy of Management Meeting, Philadelphia, August 2007.
20. Chuang, C. H., & Liao, H. *Strategic human resource management in service context: Taking care of business by taking care of customer and employees*. Paper presented at the 22<sup>nd</sup> Annual Conference of the Society of Industrial Organization Psychology, New York City, April 2007.
21. Liao, H., Toya, K., Lepak, D. P., & Hong, Y. *High performance work system for customer service*. Paper presented at the Academy of Management Meeting, Atlanta, August 2006.
22. Liao, H., Chuang, A., & Joshi, A. *Work outcomes and personality antecedents of perceived deep-level dissimilarity*. Paper presented at the Academy of Management Meeting, Atlanta, August 2006.
23. Joshi, A., Lazarova, M. B., & Liao, H. *A cross-level study of identification in geographically dispersed teams: The role of leadership*. Paper presented at the Academy of Management Meeting, Atlanta, August 2006.
24. Liao, H., & Chuang, A. *Serving customers and building relationships: A multi-level multi-source examination of the role of leadership*. Paper presented at the 21<sup>st</sup> Annual Conference of the Society of Industrial Organization Psychology, Dallas, Texas, May 2006.
25. Liao, H. *Service recovery performance: validation of a measure and test of a mediated-moderated model*. Paper presented at the Academy of Management Meeting, Hawaii, August 2005.
26. Liao, H., & Chuang, A. *The role of leader behaviors and leader-member exchange in customer service*. Paper presented at the Academy of Management Meeting, Hawaii, August 2005.
27. Joshi, A., Lazarova, M. B., & Liao, H. *Leading multinational teams: Inspiring commitment across distance and time zones*. Paper presented at the Academy of Management Meeting, Hawaii, August 2005.

28. Liao, H., Rupp, D. E., Ko, J., Nam., K., & Bashshur, M. *How they are treated matters too, sometimes: Self-focused justice perceptions and individual differences as moderators of other-focused justice effects*. Paper presented at the 20<sup>th</sup> Annual Conference of the Society of Industrial Organizational Psychology, Los Angeles, April 2005.
29. Joshi, A., Liao, H., Jeong, D., & Kell, K. *Newcomers in academia: Does social capital matter?* Paper presented at the 20<sup>th</sup> Annual Conference of the Society of Industrial Organizational Psychology, Los Angeles, April 2005.
30. Chuang, A. & Liao, H. *Service climate and customer outcomes: An investigation of the mediating role of employee service-focused task and citizenship performance*. Paper presented at the Academy of Management Meeting, New Orleans, August 2004.
31. Joshi, A., Liao, H., & Jackson, S. E. *Do they practice what they preach? A cross-level investigation of pay inequity*. Paper presented at the Academy of Management Meeting, New Orleans, August 2004.
32. Joshi, A., Liao, H., & Jackson, S. E. *A cross-level investigation of the effects of workplace diversity on employee performance and rewards*. Paper presented at the 19<sup>th</sup> Annual Conference of the Society of Industrial Organizational Psychology, Chicago, April 2004.
33. Liao, H., & Rupp, D. E. *A multilevel-multifoci framework of justice*. Paper presented at the Academy of Management Meeting, Seattle, August 2003.
34. Liao, H., Joshi, A., & Chuang, A. *A cross-level examination of diversity and counterproductive behavior*. Paper presented at the Academy of Management Meeting, Seattle, August 2003.
35. Liao, H., & Chuang, A. *A multilevel investigation of individual and contextual factors influencing employee service performance*. Paper presented at the Southern Management Association (SMA) Meeting, Atlanta, November 2002.
36. Miner, A. G., Glomb, T. M., & Liao, H. *Assessing patterning of organizational behavior over time*. Paper presented at the Academy of Management Meeting, Denver, August 2002.
37. Glomb, T. M., & Liao, H. *Employee aggression in work groups: Social influences, reciprocal, and bullying effects*. Paper presented at the Academy of Management Meeting, Denver, August 2002.
38. Liao, H., Arvey, R. D., Butler, R. J., & Nutting, S. M. *Predicting work injury frequency and duration among firefighters*. Presented at the Academy of Management Meeting, Toronto, August 2000.

## **INVITED WORKSHOPS, PRESENTATIONS, AND SEMINARS**

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- Summer 2011, *Comparing empowering leadership and directive leadership in a high power distance culture: A field experiment in the UAE* (paper with Martin & Campbell-Bush), presented at
  - Faculty of Business, City University of Hong Kong
  
- Summer 2011, Ph.D. workshop, *Multilevel Theory and Method*, organized by the International Association of Chinese Management Research (IACMR), presented at
  - Xiamen University, China
  
- Spring 2011, *Leadership in a global context: Impact, influence process, and development*, presented at
  - Richard Ivey School of Business, University of Western Ontario
  
- Spring 2011, *Strategic human resource management and leadership*, invited presentation at
  - Maryland International Incubator, University of Maryland
  
- Spring 2011, *Organizational management and service quality: Linking leadership, human capital, customers and shareholders*, presented at
  - Warrington College of Business, University of Florida
  
- Fall 2010, *Daily customer mistreatment and employee sabotage against customer: Examining emotion and resource perspectives* (paper with Wang, Zhan, & Shi), presented at
  - Kenan-Flagler Business School, University of North Carolina at Chapel Hill
  
- Fall 2009, *Doing the right thing without being told: Joint effects of initiative climate, self-efficacy and proactive personality on employee proactive customer service performance* (paper with Raub), presented at
  - Department of Psychology, University of Maryland
  - Industrial Organizational Psychology Student Association, George Mason University
  - Mendoza College of Business, University of Notre Dame
  
- June 2009, *The Role of Collective- and Individual-oriented HRM Practices in Knowledge Creation: A Multilevel Model* (paper with Zhao & Guthrie), presented at the 2<sup>nd</sup> People and Organizations Conference: Understanding Human Capital as a Valuable and Variable Asset, at

- The Wharton School, University of Pennsylvania.
- Fall 2007, *Do They See Eye to Eye: Manager and Employee Perspectives of High Performance Work Systems and Influence Process on Service quality* (paper with Toya, Lepak & Hong), presented at
  - Robert H. Smith School of Business, University of Maryland
  - “Management seminar series”, School of Business, University of Kansas
  - Fisher College of Business, Ohio State University
- Fall 2006, *Transforming Service Employees and Climate: A multi-level and multi-source examination of the role of leadership* (paper with A. Chuang), presented at (in the order of visit)
  - Eli Broad College of Business, Michigan State University
  - Jones Graduate School of Management, Rice University
  - School of Hotel Administration, Cornell University
  - Smeal College of Business, Pennsylvania State University
  - College of Management, Georgia Institute of Technology
- September 2006, Ph.D. workshops, *Hierarchical Linear Modeling (HLM) for Multilevel Organizational Research*, presented at
  - Department of Management and Organizations, Business School, Hong Kong University of Science and Technology.
- September 2006, Ph.D. seminar, *Organizational Justice Climate Research*, presented at
  - Department of Management and Organizations, Business School, Hong Kong University of Science and Technology.
- September 2006, *Transforming Service Employees and Climate: A multi-level and multi-source examination of the role of leadership* (paper with A. Chuang), presented at
  - Business School, Hong Kong University of Science and Technology
  - Faculty of Business, City University of Hong Kong
- November 2005, presentation, *Impact of Demographic Diversity on Employee Performance and Pay* (paper with Joshi & Jackson), School of Management and Labor Relations’ State Advisory Council Meeting, Rutgers University.

## **RESEARCH GRANTS**

- 2011, Center for International Business Education and Research (CIBER) grant (\$4000), University of Maryland.

- 2011, Summer Research Grant (\$3375), Center for Excellence in Service, Robert H. Smith School of Business, University of Maryland.
- 2011, Summer Research Grant (\$1688), Center for Leadership, Innovation and Change, Robert H. Smith School of Business, University of Maryland.
- 2010, Summer Research Grant (\$3375), Center for Excellence in Service, Robert H. Smith School of Business, University of Maryland.
- 2010, Summer Research Grant (\$3000), Center for Leadership, Innovation and Change, Robert H. Smith School of Business, University of Maryland.
- 2007-2008, Center for Human Resources Strategy (CHRS) Research Grant (\$7600), Rutgers University.
- 2006-2007, SMLR Small Research Grant (\$5500), Rutgers University.
- 2006-2007, with Jane Yang, Faculty of Business Research Grant (HK\$80,000), City University of Hong Kong.
- 2006-2007, Center for Human Resources Strategy (CHRS) Research Grant (\$4600) Rutgers University.
- 2005-2006, SMLR Small Research Grant (\$7000), Rutgers University.
- 2005-2006, SMLR Small Research Grant (\$3000), Rutgers University.
- 2004-2005, University Research Council Grant (\$4559), Rutgers University.
- 2004-2005, SMLR Small Research Grant (\$2000), Rutgers University.
- 2004-2005, SMLR Small Research Grant (\$2500), Rutgers University.
- 2001-2002, Grant (\$28,910) from the Food Industry Center (Sloan Foundation), University of Minnesota.

## **TEACHING**

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### **Courses Taught**

- **Undergraduate Level**
  - Spring 2009 – Spring 2010, *Cross-cultural Challenges in Business*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.

- **MBA/MA Level**

- Spring 2010 – Spring 2012, *Cross Cultural Communication and Teamwork*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Spring 2008, *Winning the Service Game: Linking Strategic HRM and Service Marketing*. School of Management and Labor Relations, Rutgers University.
- Fall 2003 – Fall 2007, *HR Decision Making: Data Based Decisions*. School of Management and Labor Relations, Rutgers University.

- **PhD Level**

- Spring 2007, Ph.D. seminar – *Research in Organizational Behavior*. School of Management and Labor Relations, Rutgers University.
- Spring 2007, Ph.D. workshops – *Hierarchical Linear Modeling (HLM) for Multilevel Organizational Research*. School of Management and Labor Relations, Rutgers University.

**Invited Lectures**

- Summer 2011, *Managing Global Virtual Teams*. A 3-hour invited lecture to a class of 39 MBA students visiting the University of Maryland's Robert H. Smith School of Business from Peking University's Guanghua School of Management, China.
- Spring 2011, *Strategic Human Resource Management and Leadership*. A 3-hour lecture invited by the Maryland International Incubator to a group of government officials and senior managers from Shanxi Province, China.

**New Course Development**

- Spring 2008, developed a new, interdisciplinary course, *Winning the Service Game: Linking Strategic HRM and Service Marketing*. School of Management and Labor Relations, Rutgers University.
- Spring 2007, developed a new Ph.D. seminar – *Research in Organizational Behavior*. School of Management and Labor Relations, Rutgers University.

**Advising: Research Direction**

**Independent Study Supervised**

- Summer 2011, Perliter Walters, MBA student, independent study on *Cross-cultural management*.

- Spring 2011, Yang Liu, MBA student, independent study on *Cross-cultural management*.
- Summer 2006, Ying Hong, Ph.D. student, independent study on *Organizational management and service quality*.
- Spring 2006, Jianling Liu, MA student, independent study on *Assessing the effectiveness of the staffing and employee management practices at Avtech Institute of Technology*.

### **Doctoral Students' Exam and Thesis Committees**

#### **University of Maryland**

- Spring 2012 – present, Chair of Joo Hun Han's dissertation committee
- Spring 2011 – present, member of Ashley Fulmer's dissertation committee
- Spring 2010 – present, member of Yonjeong Paik's dissertation committee
- Spring 2010 – Spring 2011, member of Jessie Zhan's dissertation committee
- Spring 2009 – Spring 2011, advisor of Debora Woods Searcy's working paper
- Spring 2009 – Fall 2010, advisor of Joo Hun Han's working paper
- Fall 2009 – Spring 2010, member of Sheetal Singh's dissertation committee

#### **University of Kansas**

- Spring 2011 – present, external member of Preeti Wadhwa's dissertation committee

#### **Rutgers University**

- Spring 2008 – Spring 2010, member of Andrea Kim's master's thesis committee
- Fall 2007 – Spring 2009, Chair of Ying Hong's dissertation
- Fall 2007 – Spring 2009, member of Yuan Jiang's dissertation committee
- Fall 2005 – Spring 2009, member of Yunhyung Chung's dissertation committee
- Fall 2006, member of Ying Hong's doctoral qualifying examination committee
- Fall 2006, member of Yuan Jiang's doctoral qualifying examination committee
- Fall 2005 – Spring 2007, member of Yuan Jiang's master's thesis committee
- Fall 2005, member of Erika Harden's doctoral qualifying examination committee
- Fall 2004, member of Yunhyung Chung's doctoral qualifying examination committee

### **PROFESSIONAL SERVICES**

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#### **Editorship**

- July 2010 – June 2014, Associate Editor, *Personnel Psychology*  
Impact Factor: 4.264. ISI Journal Citation Reports ©  
2009 Ranking: 7/112 (Management); 3/63 (Psychology Applied)

- 2007 – present, Co-Editor  
*Research in Personnel and Human Resources Management*
- **Editorial Board Membership**
  - 2006 – 2010, *Academy of Management Journal*
  - 2008 – 2010, *Journal of Applied Psychology*
  - 2008 – 2010, *Journal of Management*
- **Ad Hoc Review**
  - *Human Relations*
  - *Human Resource Management*
  - *Journal of Business Research*
  - *Journal of Business and Psychology*
  - *Journal of Occupational and Organizational Psychology*
  - *Organizational Behavior and Human Decision Processes*
  - *Personnel Psychology*
  - *Annual meetings of the Academy of Management*
  - *Annual meetings of the Society of Industrial Organizational Psychology*
- Service to the **Academy of Management – OB Division**
  - 2011, panelist of the Professional Development Workshop, *When West Meets East: Challenges and Adjustment Issues for Asian Members of the Academy*.
  - 2010, Member of the *2009 Outstanding Publication in Organizational Behavior Award Committee, OB Division*, Academy of Management.
  - 2010, Panelist, “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty”, *OB Division Professional Development Workshop*, Academy of Management Meeting.
  - 2009, Discussant for the topic, “Finding the Right Job”, *OB Division Doctoral Student Consortium*, Academy of Management Meeting.
  - 2008, Discussant for the topic, “Work-Life Balance Issues”, *OB Division Doctoral Student Consortium*, Academy of Management Meeting.
  - 2007, Member of the *OB Division Best Competitive Paper Award Committee*, Academy of Management.
- Service to the **Academy of Management – HR Division**
  - 2008 - 2011, Member of the *Executive Committee*, Academy of Management.
  - 2010, Panelist for the topic, “Getting Published: Everything You Wanted to Know but were Afraid to Ask”, *Doctoral Student Consortium*; Panelist, *Pre-Dissertation Doctoral Student Workshop*, Academy of Management Meeting.
  - 2009, Panelist for the topic, “Getting Published: Everything You Wanted to Know but were Afraid to Ask”, *Doctoral Student Consortium*, Academy of Management Meeting.
  - 2008, Panelist for the topic, “Early Career Success”, *Doctoral Student Consortium*, Academy of Management Meeting.
  - 2006, Member of the *Ralph Alexander Best Dissertation Committee*, Academy of Management.

- Service to **Academy of Management – Research Methods Division**
  - 2004, Speaker for the *Professional Development Workshop – Meeting Researchers in Multi-level Analysis*, Academy of Management Meeting.
- Service to the **Academy of Management – Academy Wide Service**
  - 2011 - 2012, Member of the *Caucuses Committee*, Academy of Management
  - 2010, *Member of the Session Evaluation Task Force*
  - 2010, Chair of the *Caucuses Committee*, Academy of Management.
- Service to the **International Association of Chinese Management Research (IACMR)**.
  - 2011 to present, Representative-at-large (Americas), IACMR
  - 2011, Faculty Advisor for the 4-day *IACMR Research Methods Workshop* at the Xiamen University in Xiamen, China
  - 2009, Faculty Advisor for the 4-day *IACMR Dissertation Proposal Development Workshop* at the University of Electronic Science and Technology of China in Chengdu
- 2010, Invited Reviewer for the *Alden G. Clayton Doctoral Dissertation Proposal Competition*, Marketing Science Institute.

## **DEPARTMENT/SCHOOL/UNIVERSITY COMMITTEE SERVICE**

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### **Department Service**

- Summer 2011 – present, *OB/HR Ph.D. Program Advisor*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Fall 2010 – Spring 2011, *Ph.D. Program Task Force*. Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Fall 2010, Chair, *Area Review Committee* for the promotion of Assistant Professor Subrahmaniam Tangirala, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Spring 2010, *Strategy Search Committee*. Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Fall 2009, Co-chair, *Area Review Committee* for the promotion of Assistant Professor Myeong-Gu Seo, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Fall 2008 – Spring 2010, *Career and Professionalization Seminar Series (CAPSS) Committee*. Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.

- Fall 2007, *Faculty Search Committee*. Human Resource Management Department, School of Management and Labor Relations, Rutgers University.
- Fall 2007, *Reader for the Tenure and Promotion Committee*. Human Resource Management Department, School of Management and Labor Relations, Rutgers University.
- Fall 2003 – Spring 2005, *Assessing Data, DBD Curriculum Study Committee*. Human Resource Management Department, School of Management and Labor Relations, Rutgers University.

### **School Service**

- Spring 2011, 2010, Salary Review Committee for Tenured Faculty, Robert H. Smith School of Business, University of Maryland.
- Spring 2010 to present, *Research Director, the Center for Excellence in Service*, Robert H. Smith School of Business, University of Maryland.
- Fall 2009, *Marshal for Smith School's December Commencement Ceremony*, Robert H. Smith School of Business, University of Maryland.
- Fall 2007 – Spring 2008, *Ph.D. Policy Committee*. School of Management and Labor Relations, Rutgers University.
- Fall 2007 – Spring 2008, *Diversity Committee*. School of Management and Labor Relations, Rutgers University.
- Fall 2005 – Spring 2008, *SMLR Rules, Nominations, and Review Committee*. School of Management and Labor Relations, Rutgers University.
- Fall 2002 – Spring 2003, *Ph.D. Advisory Committee*. Institute of Labor and Industrial Relations, University of Illinois at Urbana Champaign.
- Fall 2002 – Spring 2003, *International Relations Committee*. Institute of Labor and Industrial Relations, University of Illinois at Urbana Champaign.

### **PROFESSIONAL AFFILIATIONS/MEMBERSHIPS**

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- Academy of Management (AOM)
- American Psychological Association (APA)
- International Association for Chinese Management Research (IACMR)
- Society for Industrial/Organizational Psychology (SIOP)