

HUI LIAO

Management and Organization Department
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EDUCATION

- July 2002 Ph.D. Carlson School of Management, University of Minnesota
Organizational Behavior & Human Resources
- July 1997 B.A. Renmin University of China
International Economics

ACADEMIC/PROFESSIONAL APPOINTMENTS

- December 2012 – Present Smith Dean's Professor in Leadership and Management
Robert H. Smith School of Business, University of Maryland
- May 2012 – Present Professor
Management and Organization Department
Robert H. Smith School of Business, University of Maryland
- Jan 2010 – Dec 2012 Research Director
Center for Excellence in Service
Robert H. Smith School of Business, University of Maryland
- July 2008 – April 2012 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

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

MAJOR SCHOLARLY AWARDS AND HONORS

- 2021, *Top 2% of the most-cited scholars and scientists worldwide*, according to a study conducted by the Stanford University (<https://www.rhsmith.umd.edu/news/18-maryland-smith-professors-named-among-top-2-worldwide>)
- 2020, *Fellow*, Academy of Management (AOM)
- 2019, *Fellow*, American Psychological Association (APA)
- 2019, *Fellow*, Association for Psychological Science (APS)
- 2019, *Fellow*, Society for Industrial Organizational Psychology (SIOP)
- 2019, *Williams A. Owens Scholarly Achievement Award*, Society for Industrial Organizational Psychology (SIOP)
- 2017, *Advance Professor*, Robert H. Smith School of Business, University of Maryland
- 2012, Named an endowed professorship – *Smith Dean’s Professor in Leadership and Management*, Robert H. Smith School of Business, University of Maryland
- 2012, *Cummings Scholarly Achievement Award*, OB Division, Academy of Management (AOM)
- 2010, *Scholarly Achievement Award*, HR Division, Academy of Management (AOM)
- 2009, *Distinguished Early Career Contribution Award*, Society for Industrial Organizational Psychology (SIOP)
- 2009, *Early Career Achievement Award*, HR Division, Academy of Management (AOM)
- 2006, *Dorothy Harlow Distinguished Paper Award*, Gender and Diversity in Organizations (GDO) Division, Academy of Management (AOM)

OTHER AWARDS AND HONORS

- 2020, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2007, 2006, 2004, *Best Paper Proceedings*, Academy of Management Meetings (about 10% of the papers presented at the AOM meetings are selected into the *Best Paper Proceedings*)
- 2013, *Most Innovative Student Paper Award*, OB Division, Academy of Management, for a paper coauthored with doctoral student E. Wee
- 2012, *Most Innovative Student Paper Award*, OB Division, Academy of Management, for a paper coauthored with doctoral students Y. Dong & E. Campbell
- 2012, *Best Faculty Proposal Award*, Cognition in the Rough Workshop, Managerial and Organizational Cognition (MOC) Division, Academy of Management

- 2010 -2011, *Top 15% Teaching Award*, MBA Core Teaching, Robert H. Smith School of Business, University of Maryland
- 2008-2009, *Top 15% Teaching Award*, Undergraduate Teaching, 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
- 2002, *Best Doctoral Student Paper Award*, OB/OT/OD Division, Southern Management Association
- 2001-2002, *Carlson School of Management Dissertation Fellowship*, University of Minnesota

REFEREED JOURNAL PUBLICATIONS

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

1. Farh^{†*}, C., **Liao[†], H.**, Shapiro[†], D, Shin[†], J., & Guan^{†*}, Z. (in press). Out of sight and out of mind? Networking strategies for enhancing inclusion in multinational organizations. *Journal of Applied Psychology*.
2. Han*, J. H., **Liao, H.**, Han, J., & Li*, A.N. (2020). When leader–member exchange differentiation improves work group functioning: The combined roles of differentiation bases and reward interdependence. *Personnel Psychology*, 74.
3. Liu^{†*}, X., **Liao[†], H.**, Rozin[†], R., Zheng, X., Wee, E., & Qiu*, F. (2020). In line and out of the box: How ethical leaders help offset the negative effect of morality on creativity. *Journal of Applied Psychology*, 105, 1447-1465.
4. Lu, J., Liu*, X, **Liao, H.**, & Wang, L. (2020). Disentangling stereotypes from social reality: Astrological Stereotypes and Discrimination in China. *Journal of Personality and Social Psychology*, 119, 1359-1379.
5. Han*, J., **Liao, H.**, Kim, S., & Han, J. (2019). Narcissism and empowerment: How narcissism influences the trickle-down effects of organizational empowerment climate on performance. *Journal of Management Studies*, 57.
6. Chi, W., **Liao, H.**, Wang, L., Ye. Q., & Zhao, R. (2019). Incentives to move up: Curvilinear effects of inter-hierarchical pay gaps on employee and manager performance. *Human Resource Management Journal*, 29, 238-253.

7. Zheng[†], X., Qin[†], X., Liu^{†*}, X., & **Liao[†], H.** (2019). Will creative employees always make trouble? Investigating the roles of moral identity and moral disengagement. *Journal of Business Ethics*, 157, 653–672.
8. Qin, X, **Liao, H.**, Zheng, X., & Liu*, X. (2019). Stock market exposure and anxiety in a turbulent market: Evidence from China. *Frontiers in Psychology*.
9. Zheng, X. S., Li, N., Harris, T. B., & **Liao, H.** (2019). Unspoken yet Understood: An Introduction and Initial Framework of Subordinates' Moqi with Supervisors. *Journal of Management*, 45, 955-983.
10. Han*, J., **Liao, H.**, Taylor, M. S., Kim, S. (2018). Effects of high-performance work system on transformational leadership and team performance: Investigating the moderating roles of organizational orientations. *Human Resource Management*, 57, 1065-1082.
11. Wee*, E., **Liao, H.**, Liu, D., & Liu, J. (2017). Moving from abuse to reconciliation: A power-dependency perspective on when and how a follower can break the spiral of abuse. *Academy of Management Journal*, 60, 2352-2380.
 - a. *Winner of the Williams A. Owens Scholarly Achievement Award*, Society for Industrial Organizational Psychology (SIOP), 2019
 - b. *Winner of the Most Innovative Student Paper Award*, OB Division, Academy of Management, 2013
 - c. *Winner of the Best Faculty Proposal Award*, Cognition in the Rough Workshop, Managerial and Organizational Cognition (MOC) Division, Academy of Management, 2012
12. Li*, A. N., **Liao, H.**, Tangirala, S., & Firth*, B. (2017). The content of the message matters: The differential effects of promotive and prohibitive team voice on team productivity and safety performance gains. *Journal of Applied Psychology*, 102, 1259-1270.
13. Campbell*, E., **Liao, H.**, Chuang, A., Zhou, J., & Dong*, Y. (2017). Hot shots and cool reception? Social consequences of high performance at work. *Journal of Applied Psychology*, 102, 845-866.
14. Hong*, Y., Jiang, Y., **Liao, H.**, & Sturman (2016). High performance work systems for service quality: Boundary conditions and influence processes. *Human Resource Management*, 56, 747-767.
15. Jiang, K., Hu, J., Hong, Y., **Liao, H.**, & Liu, S. (2016). Do it well and do it right: Impact of service climate and ethical climate on business performance and the boundary conditions. *Journal of Applied Psychology*, 101, 1553-1568.

16. Hong[†], Y, **Liao[†], H.**, Raub[†], S., & Han*, J. H. (2016). What it takes to get proactive: An integrative multilevel model of the antecedents of personal initiative. *Journal of Applied Psychology*, 101, 687-701.
17. Venkataramani, V., Zhou*, L., Wang, M., **Liao, H.**, & Shi, J. (2016). Social Networks and Employee Voice: The Influence of Team Members' and Team Leaders' Social Network Positions on Employee Voice. *Organizational Behavior and Human Decision Process*, 132, 37-48.
18. Chung*, Y, **Liao, H.**, Jackson, S. E, Subramony, M., Colakoglu*, S. & Jiang*, Y. (2015). Cracking but not breaking: Joint effect of demographic faultline and diversity climate on job dedication. *Academy of Management Journal*, 58, 1495-1515.
19. Dong*, Y., **Liao, H.**, Chuang, A, Zhou, J., & Campbell*, E. (2015). Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering leadership. *Journal of Applied Psychology*, 100, 1364-1380.
 - a. *Winner of the Most Innovative Student Paper Award*, OB Division, Academy of Management, 2012
20. Liu*, S, Wang, M, **Liao, H.**, & Shi, J. (2014). Self-regulation during job search: The opposing effects of employment self-efficacy and job search behavior self-efficacy. *Journal of Applied Psychology*, 99, 1159-1172.
21. Li*[†], A. N., & **Liao[†], H.** (2014). How do leader-member exchange quality and differentiation affect performance in teams? An integrated multilevel dual-process model. *Journal of Applied Psychology*, 99, 847-866.
22. Rupp, D. E., Shao*, R., Jones*, K., **Liao, H.** (2014). The utility of a multifoci approach to the study of organizational justice: A meta-analytic investigation into the consideration of normative rules, moral accountability, bandwidth-fidelity, and social exchange. *Organizational Behavior and Human Decision Processes*, 123, 159-185.
23. Hong*, Y, **Liao, H.**, Sturman, M., Zhou, Y. (2014). Competing through customization: Using human resource management to create strategic capabilities. *Organizational Psychology Review*, 4, 124-147.
24. Martin[†], S., **Liao[†], H.**, & Campbell[†]*, E. M. (2013). Comparing empowering leadership and directive leadership on task proficiency and proactivity: A field experiment in the UAE. *Academy of Management Journal*, 56, 1372-1395.
25. Hong[†]*, Y., **Liao[†], H.**, Hu[†]*, J., & Jiang[†]*, K. (2013). Missing link in the service profit chain: A meta-analytic review of the antecedents, consequences and moderators of service climate. *Journal of Applied Psychology*, 98, 237-267.

26. Wang, M., Liu*, S., **Liao, H.**, Gong, Y., Kammeyer-Mueller, J., & Shi, J. (2013). Can't get it out of my mind: Within- and between-person relationships between employee rumination after customer mistreatment and negative mood. *Journal of Applied Psychology*, 98, 989-1004.
27. Liu*, D., **Liao, H.**, & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on creativity. *Academy of Management Journal*, 55, 1187-1212.
28. Raub, S., & **Liao, H.** (2012). 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*, 97, 651-667.
29. 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.
30. 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.
31. 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.
32. Kammeyer-Mueller, J. D., Livingston*, B. A., & **Liao, H.** (2011). Perceived similarity, proactive adjustment, and organizational socialization. *Journal of Vocational Behavior*, 78, 225-236.
33. Hong*, Y., Catano, V. M., & **Liao, H.** (2011). Leader emergence: The role of emotional intelligence and motivation to lead. *Leadership and Organizational Development Journal*.
34. **Liao**[†], **H.**, Liu^{†*}, D., & Loi[†], 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.
35. Chuang^{†*}, C. H., & **Liao**[†], **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.
 - a. *Finalist for the Best Conference Paper Award- Micro Paper Category of the 2008 International Association for Chinese Management Research (IACMR) Meeting, Guang Zhou, China.*

36. **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.
- b. *Winner of the Scholarly Achievement Award, HR Division, Academy of Management, 2010.*
37. 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.
38. **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.
- c. *Winner of the Dorothy Harlow Distinguished Paper Award, Gender and Diversity in Organizations Division, Academy of Management, 2006.*
39. **Liao†, H.**, & Subramony†, M. (2008). Employee customer orientation in manufacturing organizations: Joint influences of customer proximity and senior leadership team. *Journal of Applied Psychology*, 93, 317-328.
40. **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.
41. **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.
42. 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.
43. Kammeyer-Mueller†, J. D., & **Liao†, H.** (2006). Workforce reduction and organizational attractiveness: Examining job seekers' reactions to firm downsizing policies. *Human Resource Management*, 45, 585-603.
44. **Liao†, H.**, & Rupp†, 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.
45. **Liao, H.**, Joshi, A., & Chuang, A. (2004). Sticking out like a sore thumb: Employee dissimilarity and deviance at work. *Personnel Psychology*, 57, 969-1000.
46. **Liao, H.**, & Chuang, A. (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes. *Academy of Management*

Journal, 47, 41-58.

- d. **Winner of the Best Doctoral Student Paper Award, OB/OT/OD Division, Southern Management Association, Atlanta, 2002.**
47. Arvey, R. D., Harpaz, I., & **Liao, H.** (2004). Work centrality and post-award work behavior of lottery winners. *Journal of Psychology*, 138, 404-420.
48. Glomb, T. M., & **Liao, H.** (2003). Interpersonal aggression in work groups: Social influences, reciprocal and individual effects. *Academy of Management Journal*, 46, 486-496.
49. Butler, R. J., & **Liao, H.** (2002). Job performance failure and occupational carpal tunnel claims. *Journal of Occupational Rehabilitation*, 12, 1-12.
50. **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.
- a. Featured in the *American Psychological Association (APA) Press Releases*

REFEREED CONFERENCE PROCEEDINGS

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

51. **Liao, H.**, Feng, Q., Chen, C., Guan*, Z., & Zhu, Li. (2020). The award goes to...someone else: Impact of performance award on the nominees' work collaboration. *Best Paper Proceedings of the 79th Annual Meeting of the Academy of Management*.
52. Liu, W., **Liao, H.**, Campbel, E. M. (2015). Interpersonal emotion management, emotions, and trust. *Best Paper Proceedings of the 74th Annual Meeting of the Academy of Management*.
53. **Liao, H.**, Raub, S. P., Hong, Y., & Han, J (2014). What it Takes to Get proactive: An Integrative Model of the Antecedents of Personal Initiative. *Best Paper Proceedings of the 73rd Annual Meeting of the Academy of Management*.
54. Han*, J., **Liao, H.**, Kim, S., & Han, J. (2013). The Impact of Organizational Empowerment Climate on Empowering Leadership and Employee Job Performance: A Cascading and Contingency Model. *Best Paper Proceedings of the 72nd Annual Meeting of the Academy of Management*.
55. Wee*, E. & **Liao, H.** (2013). Power-dependency dynamics and abusive supervision: The roles of follower's balancing operations and Leader's trustworthiness. *Best Paper Proceedings of the 72nd Annual Meeting of the Academy of Management*.
56. Dong*, Y., **Liao, H.**, Chuang, A, Zhou, J., & Campbell*, E. (2012). An invisible hand in

service creativity: customer empowering behaviors. *Best Paper Proceedings of the 71st Annual Meeting of the Academy of Management.*

57. Li*, A. N., & Liao, H. (2012). A multilevel model of leader-member exchange on individual and team engagement and performance. *Best Paper Proceedings of the 71st Annual Meeting of the Academy of Management.*
58. 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 70th Annual Meeting of the Academy of Management.*
59. 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 69th Annual Meeting of the Academy of Management.*
60. Zhao, Z. J., Guthrie, J., & Liao, H. (2009). HRM Configurations, KSAs, Motivation, and Knowledge Creation: A Multilevel Model. *Best Paper Proceedings of the 68th Annual Meeting of the Academy of Management.*
61. 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 66th Annual Meeting of the Academy of Management.*
62. 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 66th Annual Meeting of the Academy of Management.*
63. Liao, H., Chuang, A., & Joshi, A. (2006). In the eye of the beholder: Understanding perceived dissimilarity. *Best Paper Proceedings of the 65th Annual Meeting of the Academy of Management.*
64. 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 65th Annual Meeting of the Academy of Management.*
65. 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 63rd Annual Meeting of the Academy of Management.*

BOOK CHAPTERS AND ANNUAL RESEARCH SERIES

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

66. Liao, H., & Searcy*, D. W. (2012). 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.

67. **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.
68. 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.
69. 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.
70. 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.
71. 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.

POPULAR PRESS & CASES

72. **Liao, H.** (2019). Unleash employee proactivity through 5 performance management practices. (in Chinese). *Harvard Business Review*, October, 110-117.
73. **Liao, H.** (2018). King's Return: Examining the role of human resource management in Microsoft's transformation. *Tsinghua Management Review*, October, 28-37.
74. **Liao, H.** (2017). Killing high performers with teamwork. <https://wamu.org/sponsor/robert-h-smith-school-of-business/killing-high-performers-teamwork/>
75. **Liao, H.** (2017). How to flip the script on a bad boss. <https://wamu.org/sponsor/robert-h-smith-school-of-business/flip-script-bad-boss/>
76. **Liao, H.**, Wee, E., & Liu, J. (2017). Flipping the script on workplace abuse. *Harvard Business Review*. <https://hbr.org/2017/10/research-shifting-the-power-balance-with-an-abusive-boss>
77. **Liao, H.**, Campbell, E., Chuang, A., Zhou, J., & Dong, Y. (2017). When one person's high performance creates resentment in your team. *Harvard Business Review*. <https://hbr.org/2017/04/when-one-persons-high-performance-creates-resentment-in->

[your-team](#)

78. **Liao, H.** (2017). Career coach: How to handle the new hotshot on your team. *The Washington Post*.
<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKewj8lpGeo7vVAhVMzIMKHdAPBJSQFggmMAA&url=https%3A%2F%2Fwww.washingtonpost.com%2Fnews%2Fcapital-business%2Fwp%2F2017%2F05%2F19%2Fcareer-coach-how-to-handle-the-new-hotshot-on-your-team%2F&usg=AFQjCNH-CRixiz3XpsC6mJcij5baZhPyUg>
79. **Liao, H.,** Zheng, X., & Cao, S. (2017). Organizational Culture at Beijing New Building Material (Group) Co. *Tsinghua University School of Economics and Management Cases*.
80. Hong, Y., **Liao, H.,** Raub, S., & Han, J. (2016). If the HR department doesn't encourage initiative, unit leaders can. *LSE Business Review*.
81. **Liao, H.** (2016). Interview with Richard Liu, Founder and CEO of JD.com. *CEIBS Business Review*.
82. **Liao, H.** (2016). Interview with Lei Zhang, Founder and CEO of Hillhouse Capital. *Management Insight*.

MANUSCRIPTS UNDER REVISION OR REVIEW AT REFEREED JOURNALS

(Omitted)

PRESENTATIONS OF PROFESSIONAL PAPERS

Organized/Discussed Refereed Conference Symposia

1. Co-organizer. *Breaking Bad: Examining Triggers and Mitigators of Women's Expectancy Violations*. Showcase symposium at the Academy of Management Meeting, Chicago, August 2018.
2. Discussant. *Strategic Human Resource Management in Asia Context*. Symposium presented at the International Association for Chinese Management Research (IACMR), June, 2012.
3. Discussant. *HR in Small and Medium Size Firms*. Symposium chaired by Miguel Quinones at the Academy of Management Meeting, Philadelphia, August 2007.
4. Organizer. *Service management around the globe*. Symposium presented at the 22nd Annual Conference of the Society of Industrial Organization Psychology, New York, New York, April 2007.
5. Organizer. *Human resource management and performance: Challenging issues and new*

directions. Symposium presented at the Academy of Management Meeting, Atlanta, August 2006.

6. Organizer. *Linkage research in customer service: Connecting levels, stakeholders, and disciplines*. Symposium presented at the 21st Annual Conference of the Society of Industrial Organization Psychology, Dallas, Texas, May 2006.
7. Organizer. *Customer service: Antecedents, processes, and impact on the bottom line*. Symposium presented at the Academy of Management Meeting, New Orleans, August 2004.
8. Organizer. *Managing diversity in turbulent times: A “SWOT” analysis*. Symposium presented at the 19th Annual Conference of the Society of Industrial Organizational Psychology, Chicago, April 2004.
9. 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. Guo, S., Liao, H., Han, J., & Venkataramani, V. Too much of a good thing: Sharing leadership when stepping on others' toes. Paper to be presented at the Society of Industrial & Organizational Psychology annual conference, April, 2021.
2. Liao, H., Feng, Q., Chen, C., Guan*, Z., & Zhu, Li. The award goes to...someone else: Impact of performance award on the nominees' work collaboration. Paper presented at the Academy of Management Meeting, August 2020.
3. Wei, X, Liao, H., Zhang, Z.X., Dong, Y, & Li*, A.N. Does passion matter for team Innovation? The conditional indirect effects of team harmonious versus obsessive passion. Paper presented at the Academy of Management Meeting, August 2020.
4. Lu, J., Liu*, X, Liao, H., Galinsky, A., & Wang, L. Inaccurate and Irrational: Astrological Stereotypes and Discrimination in China. Paper presented at the Academy of Management Meeting, Boston, August 2019.
5. Hussain, I., & Liao, H. When Beauty Behaves Beastly: Attractive Women Suffer Greater Social Penalties for Assertive Behavior. Paper presented at the Academy of Management Meeting, Chicago, August 2018.
6. Liu†, X., Liao†, H., Derfler-Rozin†, R, Zheng†, X., Wee, E., & Qiu, F. In Line And Out of the Box: Unleashing Creativity in Employees of High Morality by Ethical Leadership. Paper presented at the Academy of Management Meeting, Chicago, August 2018.
7. Wei, X., Liao., H., Zhang, Z., Li, A. N., Zheng, Y., & Dong, Y. The Type of Passion

- Matters: How Diversity in Passion for Innovation Interacts with Visionary Leadership to Affect Team Innovation. Paper presented at the Academy of Management Meeting, Atlanta, August 2017.
8. Farh-Zhang, C. Liao, H., Shapiro, D., & Shin, J. Out of sight and out of mind?: Strategies for enhancing inclusion in multinational organizations. Paper presented at the Academy of Management Meeting, Anaheim, August 2016.
 9. Discussant for Symposium, Challenging the Status Quo in Organizations: From Subordinate Challenge to Superior Reactions, Academy of Management Meeting, Anaheim, August 2016.
 10. Liu, W., Liao, H., & Campbell, E. *Interpersonal emotion management, emotions, and trust*. Paper presented at the Academy of Management Meeting, Vancouver, August 2015.
 11. Zheng, X., Qing, X., Liu*, X., & **Liao, H.** What will creative employees do? Exploring when and how creativity leads to more workplace deviant behavior. Paper presented at the Academy of Management Meeting, Vancouver, August 2015.
 12. Liao, H., Chi, W, Zhao, R. Wang, L., & Ye, Q. *Incentives to move up the echelon: Impact of inter-hierarchical pay gaps on employee performance*. Paper presented at the Academy of Management Meeting, Philadelphia, August 2014.
 13. Hong[†], Y, Liao[†], H., Raub[†], S., & Han, J. H. *What it takes to get proactive: An integrative multi-level model of the antecedents of personal initiative*. Paper presented at the Academy of Management Meeting, Philadelphia, August 2014.
 14. Zhou*, L., Venkataramani, V., Wang, M., Liao, H., & Shi, J. *Liked or avoided by others? How employees' and team leaders' informal social network positions affect work-central employees' voice*. Paper presented at the Academy of Management Meeting, Philadelphia, August 2014.
 15. Campbell*, E. M., Liao, H., Chuang, A., Zhou, J., & Dong*, Y. *Hot shots and cool reception: Social consequences of high performance at work*. Paper presented at the Academy of Management Meeting, Orlando, August 2013.
 16. Han*, J., Liao, H., & Kim, S. *The Impact of Organizational Empowerment Climate on Empowering Leadership and Employee Job Performance: A Cascading and Contingency Model*. Paper presented at the Academy of Management Meeting, Orlando, August 2013.
 17. Wee*, E. & Liao, H. *Power-dependency dynamics and abusive supervision: The roles of follower's balancing operations and Leader's trustworthiness*. Paper presented at the Academy of Management Meeting, Orlando, August 2013.
 18. Dong*, Y., Liao, H., Chuang, A, Zhou, J., & Campbell-Bush*, E. *An invisible hand in*

- service creativity: customer empowering behaviors*. Paper presented at the Academy of Management Meeting, Boston, August 2012.
19. Li*, A. N., & Liao, H. *A multilevel model of leader-member exchange on individual and team engagement and performance*. Paper presented at the Academy of Management Meeting, Boston, August 2012.
 20. Wang, M., Liu*, S., Liao, H., & Shi, J. *Getting out of the wrong side of bed? Employee rumination after customer mistreatment and negative mood in the next morning*. Paper presented at the 21st Frontiers in Service Conference, College Park, June 2012.
 21. Hong*, Y., Liao, H., & Sturman, M. *Strategic heterogeneity of the lodging industry: Capabilities and positions*. Paper presented at the 21st Frontiers in Service Conference, College Park, June 2012.
 22. 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.
 23. 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.
 24. 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.
 25. 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.
 26. 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.
 27. 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.
 28. 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.
 29. 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.

30. 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.
31. 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.
32. 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.
33. 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.
34. 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 3rd Conference of the International Association for Chinese Management Research (IACMR), June 2008, Guangzhou, China.
35. Castellano, B., & Liao, H. *Understanding how contract service workers form and react to justice perception*. Paper presented at the 23rd Annual Conference of the Society of Industrial Organization Psychology, San Francisco, April 2008.
36. Kammeyer-Mueller, J. D., Livingston, B. A., & Liao, Hui. *Perspectives on group socialization from established members and newcomers*. Paper presented at the 23rd Annual Conference of the Society of Industrial Organization Psychology, San Francisco, April 2008.
37. 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 23rd Annual Conference of the Society of Industrial Organization Psychology, San Francisco, April 2008.
38. 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.
39. 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.
40. 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.

41. 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 22nd Annual Conference of the Society of Industrial Organization Psychology, New York City, April 2007.
42. 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.
43. 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.
44. 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.
45. Liao, H., & Chuang, A. *Serving customers and building relationships: A multi-level multi-source examination of the role of leadership.* Paper presented at the 21st Annual Conference of the Society of Industrial Organization Psychology, Dallas, Texas, May 2006.
46. 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.
47. 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.
48. 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.
49. 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 20th Annual Conference of the Society of Industrial Organizational Psychology, Los Angeles, April 2005.
50. Joshi, A., Liao, H., Jeong, D., & Kell, K. *Newcomers in academia: Does social capital matter?* Paper presented at the 20th Annual Conference of the Society of Industrial Organizational Psychology, Los Angeles, April 2005.

51. 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.
52. 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.
53. 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 19th Annual Conference of the Society of Industrial Organizational Psychology, Chicago, April 2004.
54. Liao, H., & Rupp, D. E. *A multilevel-multifoci framework of justice*. Paper presented at the Academy of Management Meeting, Seattle, August 2003.
55. 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.
56. 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.
57. 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.
58. 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.
59. 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 PRESENTATIONS, SEMINARS, AND WORKSHOPS

- Spring 2020, *Agility and Team Performance*, Keynote presentation at:
 - Novo Nordisk Leadership Forum, Beijing, China
- Summer 2019, *Enhance Employee Proactivity through a New Performance Development System*. Keynote presentation at the:
 - Guanghua Leadership Forum, Peking University

- Summer 2019, *In line and out of the box: How ethical leaders enables highly moral employees to be creative*. Presentation at the:
 - Tsinghua Leadership Forum, Tsinghua University
- Spring 2019, *Leading Organizational Changes*. Keynote presentation at:
 - Novo Nordisk Leadership Forum, Xiamen, China
- Summer 2018, *Global Trend in Performance Development Research and Practice*. Keynote presentation at:
 - Tsinghua Leadership Forum, Tsinghua University
- Summer 2018, Research in Leadership, workshop presented at
 - Antai College of Economics and Management, Shanghai Jiaotong University
- Summer 2017, *First Principle of Leadership*. Keynote presentation at:
 - Tsinghua Leadership Forum, Tsinghua University
- Summer 2017, Research in Leadership, workshop presented at
 - Antai College of Economics and Management, Shanghai Jiaotong University
- Spring 2017, Research seminar on Abusive Supervision, presented at
 - INSEAD
 - Tulane University
 - Vanderbilt University
- Spring – Summer 2016, *Moving from abuse to reconciliation: A power-dependency perspective on when and how follower can triumph over abusive supervision* (paper with Wee, Liu, & Liu). Presented at:
 - Carlson School of Management, University of Minnesota
 - Guanghua School of Management, Peking University
 - School of Economics and Management, Tsinghua University
 - Business School, Renmin University of China
 - Antai School of Management, Shanghai Jiaotong University
- Spring 2016, Invited Panel Member, *New Direction for Leadership Research*, at
 - Wharton School, University of Pennsylvania
- Spring - Summer 2015, *What it takes to get proactive: An integrative multi-level model of the antecedents of personal initiative* (paper with Hong, Raub, & Han). Presented at:
 - Faculty of Business and Economics, University of Lausanne
 - Guanghua School of Management, Peking University
 - School of Economics and Management, Tsinghua University
 - School of Public Administration, Renmin University of China
 - Antai School of Management, Shanghai Jiaotong University

- Summer - Fall 2014, *Hot shots and cool reception? Social consequences of high performance at work* (paper with Campbell, Chuang, Zhou, & Dong). Presented at
 - IMD, Switzerland
 - Guanghua School of Management, Peking University
- Summer 2014, 2015, & 2016, Research in Leadership, workshop presented at
 - Antai College of Economics and Management, Shanghai Jiaotong University
- Spring - Summer 2013, *Effects of human resource system on transformational leadership and team performance: Moderating roles of organizational orientation and mode of governance* (paper with Han, Taylor, & Kim), presented at
 - Distinguished Speaker Series, Pennsylvania State University
 - Tsinghua University
- Spring - Summer 2013, *Invisible hands in service creativity: Joint effects of customer empowering behaviors and empowering leadership* (paper with Dong, Chuang, Zhou, & Campbell-Bush), presented at
 - Department of Management, London School of Economics & Political Science
 - Hong Kong Polytechnic University
 - Guanghua School of Management, Peking University
- Fall 2012, *Effects of human resource system on transformational leadership and team performance: Moderating roles of organizational orientation and mode of governance* (paper with Han, Taylor, & Kim), presented at
 - Human Resources Studies, Cornell University
- 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, Canada

- 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 2nd 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

- 2016 – 2021, Principal Investigator, National Science Foundation Grant (\$450,000, Award Number: 1632417), "Shaping Environment for Creativity and Innovation: A Multilevel Examination of Industry Conditions, Leadership, HRM Systems, Teams and Individuals in Established and Start-up Firms."

- 2010 – 2017, Summer Research Award, Robert H. Smith School of Business, University of Maryland.

- 2013, Summer Research Grant (\$4386), Center for Leadership, Innovation and Change, Robert H. Smith School of Business, University of Maryland.

- 2012, Summer Research Grant (\$5000), Center for Excellence in Service, Robert H. Smith School of Business, University of Maryland.

- 2012, Summer Research Grant (\$4000), Center for Leadership, Innovation and Change, Robert H. Smith School of Business, University of Maryland.

- 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, 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

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/MS Level**
 - Fall 2013 – Fall 2018, *Leadership Development*, Part-time MBA, Robert H. Smith School of Business, University of Maryland.

- Spring 2016, *Leadership and Human Resource Management*, MS-Accounting, Robert H. Smith School of Business, University of Maryland.
- Fall 2015 – Fall 2019, *Smith Global Business Programs Common Core – Managing across Cultures*, Full-time/Part-time MBA, Robert H. Smith School of Business, University of Maryland.
- Summer 2015, *Managing across Cultures*, two MBA classes from Peking University’s Guanghua School of Management, China.
- Spring 2014, *Cross Cultural Communication and Teamwork*, Full-time MBA, Robert H. Smith School of Business, University of Maryland.
- Spring 2010 – Winter 2013, *Cross Cultural Communication and Teamwork*, Part-time MBA, Robert H. Smith School of Business, University of Maryland.
- Fall 2012, *Teamwork*, MS in Accounting, Robert H. Smith School of Business, University of Maryland.
- Summer 2011, *Managing Global Virtual Teams*, MBA class from Peking University’s Guanghua School of Management, China.
- Spring 2008, *Winning the Service Game: Linking Strategic HRM and Service Marketing*, MAHR, School of Management and Labor Relations, Rutgers University.
- Fall 2003 – Fall 2007, *HR Decision Making: Data Based Decisions*, MAHR, School of Management and Labor Relations, Rutgers University.
- **EMBA/Executive Education Level**
 - Spring 2019, *Managing across Cultures*, Robert H. Smith School of Business & RMIT (Australia) EMBA/MBA Program
 - January 2018, *Empowered Decision Making*, National Heart Lung and Blood Institute.
 - July 2017, *Leading Organizational Innovation and Change, Executive Education*, School of Economics and Management, Tsinghua University.
 - May 2017 – Present, *Leadership Development*, Robert H. Smith School of Business EMBA Program in Beijing, China.
 - January 2017, *Leading with Emotional Intelligence*, Professional Services Leadership Initiative (PSLI, including Bloomberg, Randstad, Jones Lang LaSalle, T Rowe Price, and PwC).
 - January 2017, *Empowered Decision Making*, National Heart Lung and Blood Institute.

- Summer 2016, *Leadership Development and Practice*, Executive Education, School of Economics and Management, Tsinghua University.
- Summer 2016, *Leading with Emotional Intelligence*, Hillhouse Capital.
- February 2016, *Leadership Communication Skills: Collaboration and Persuasion*, Professional Services Leadership Initiative (PSLI, including Randstad, Jones Lang LaSalle, T Rowe Price, and PwC).
- Spring 2016 – Summer 2018, *Academic Director*, program of *Bridge to Leadership*, National Heart Lung and Blood Institute.
- Spring 2016, *Empowered Decision Making*, National Heart Lung and Blood Institute.
- May 2015, *Leadership Communication Skills*, Guanghua-Kellogg EMBA program, Guanghua School of Management, Peking University, China.
- February 2015, *Leadership Communication Skills: Collaboration and Persuasion*, Professional Services Leadership Initiative (PSLI, including Randstad, Jones Lang LaSalle, T Rowe Price, and PwC).
- Spring 2015, *Managing across Cultures*, Robert H. Smith School of Business & RMIT (Australia) EMBA/MBA Program.
- September 2014 to present, *Executive Coaching*, Robert H. Smith School of Business EMBA Program.
- October 2014, *Managing Multiculture and Diversity in Chinese MNCs*, China National Offshore Oil Corporation (CNOOC) Program.
- September 2014, *Leadership*, China National Offshore Oil Corporation (CNOOC) Program.
- July 2014, *Leadership Assessment & Development*, Robert H. Smith School of Business EMBA Program in Beijing, China.
- June 2014, *Leadership Development*, Guanghua School of Management, Peking University, China.
- Spring 2014, *Managing across Cultures*, Robert H. Smith School of Business & RMIT (Australia) EMBA/MBA Program.
- Fall 2013, *Leadership & Strategic Human Capital*. Jiangsu SASAC Group, program by Maryland China Initiative, Office of International Affairs, University of Maryland.

- Spring 2013, *Strategic Human Resource Management*, for senior executives of China South Industry Group Corp., organized by the Chinese State Administration of Foreign Experts Affairs (SAFEA).
- Fall 2012, *Strategic Human Resource Management and Leadership*. Peking University's HSBC Business School (PHBS) EMBA US Study Group.
- Fall 2012, *Leadership & Human Capital*. Robert H. Smith School of Business & Zhejiang University Executive Leadership Program.
- Fall 2012, *Strategic Human Resource Management*. Maryland China Initiative – Jiangsu State-owned Assets Supervision and Administration Commission Corporate Management Executive Development Program.
- Spring 2011, *Strategic Human Resource Management and Leadership*. Maryland International Incubator – Government officials and senior managers from Shanxi Province, China.
- **PhD Level**
 - Spring 2021, Ph.D. seminar – *Research in Strategic Human Resource Management*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
 - Spring 2019, Ph.D. seminar – *Research in Strategic Human Resource Management*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
 - Fall 2016, Ph.D. seminar – *Research in Strategic Human Resource Management*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
 - Spring 2015, Ph.D. seminar – *Research in Strategic Human Resource Management*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
 - Spring 2015, Ph.D. seminar – *Research in Strategic Human Resource Management*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
 - Spring 2013, Ph.D. Method Workshop – *Multilevel Analysis*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
 - Fall 2012, Ph.D. seminar – *Research in Strategic Human Resource Management*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.

- 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.

New Course Development

- Fall 2012, developed a new Ph.D. seminar, *Research in Strategic Human Resource Management*. Robert H. Smith School of Business, University of Maryland.
- 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

- Spring 2013, Luis Rosero, MBA student, independent study on *Strategic Human Resource Management*.
- 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 2021 – Present, member of Siyan Guo's dissertation committee
- Fall 2016 – 2019, member of Insiya Hussain's dissertation committee
 - Placement: University of Texas at Austin, McCombs School of Business
- Fall 2015 – 2018, member of Monica Zhan's dissertation committee

- Placement: University of Texas Arlington
- Fall 2014 – 2017, Chair of Alex Ning Li’s dissertation committee
 - Placement: Texas Christian University, Neeley School of Business
- Fall 2013 – 2017, Chair of Elijah Wee’s dissertation committee
 - Placement: University of Washington, Foster School of Business
- Spring 2014 – 2016, member of Clara M. Cheung’s dissertation committee
- Fall 2012 – Spring 2014, Chair of Elizabeth Campbell’s dissertation committee
 - Placement: University of Minnesota, Carlson School of Management
- Summer 2011 – Spring 2014, Chair of Joo Hun Han’s dissertation committee
 - Placement: Rutgers University, School of Management and Labor Relations
- Fall 2012 – Spring 2014, member of Rabiah Muhammad’s dissertation committee
- Fall 2011 – Spring 2013, member of Mark S. C. Hsu’s dissertation committee
- Spring 2011 – Summer 2012, member of Ashley Fulmer’s dissertation committee
- Spring 2010 – Summer 2012, 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 – Spring 2012, 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
 - Placement: McMaster University, DeGroote School of Business
- 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

- **Editorship**
 - July 2016 – June 2017, Associate Editor, *Academy of Management Journal*
 - January 2015 – December 2016, Associate Editor, *Organizational Behavior and Human Decision Processes*
 - July 2010 – December 2013, Associate Editor, *Personnel Psychology*
 - 2007 – 2012, Co-Editor, *Research in Personnel and Human Resources Management*
- **Editorial Board Membership**
 - 2014 – 2015, *Journal of Applied Psychology*
 - 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 Management*
 - *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**
 - 2020, Member of the *Cummings Award Committee*
 - 2016, Chair of the *2015 Best Publication in Organizational Behavior Award Committee*.
 - 2015, Member of the *2014 Best Publication in Organizational Behavior Award Committee*.
 - 2014, Member of the *2013 Best Publication in Organizational Behavior Award Committee*.
 - 2013, Member of the *2012 Best Publication in Organizational Behavior Award Committee*.
 - 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 Best Publication in Organizational Behavior Award Committee*, Academy of Management.
 - 2010, Panelist, “The Productivity Process: Research Tips and Strategies from Prolific Junior Faculty”, *Professional Development Workshop*, Academy of Management Meeting.

- 2009, Discussant for the topic, “Finding the Right Job”, *Doctoral Student Consortium*, Academy of Management Meeting.
- 2008, Discussant for the topic, “Work-Life Balance Issues”, *Doctoral Student Consortium*, Academy of Management Meeting.
- 2007, Member of the *Best Competitive Paper Award Committee*, Academy of Management.

- Service to the **Academy of Management – HR Division**
 - 2020, Member of the HR Division Awards Committee – SHRM Dissertation Grants, Academy of Management Meeting.
 - 2017, Member of the *Best Conference Paper Award Committee*, Academy of Management Meeting.
 - 2014, Member of the *Herbert Heneman Jr. Distinguished Career Achievement Award committee*
 - 2013, Chair, *Early Career Achievement Award Committee*
 - 2012, Discussant, *Dissertation/Research Feedback Roundtables*, Doctoral Consortium, Academy of Management Meeting.
 - 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 the **National Science Foundation, USA**
 - 2014, served on two review panels, reviewed for around 10 proposals for each panel

- Service to the **Research Grants Council (RGC), Hong Kong**
 - 2015 to 2021, committee member, Business Studies Panel of the Research Grants Council (RGC), Handles approximately 20 research proposals annually in the capacity of first reader and another 20 research proposals in the capacity of second reader, Joins panel discussion for decisions.
 - 2012 – 2014, conducted reviews for research proposals submitted to RGC

- 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)**.
 - 2013-2014, *Program Chair – English Micro Track, for 2014 IACMR Conference* in Beijing, China
 - 2013, Faculty Advisor for the 4-day *IACMR Research Methods Workshop* at Tongji University, Shanghai, China
 - 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

Department Service

- Fall 2017-present, Faculty mentor for two associate professors, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Fall 2017, *Chair of the Area Review Committee* for Prof. Subra Tangirala's Promotion to Full Professor Case. Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Fall 2016 – Spring 2017, *Career and Professionalization Seminar Series (CAPSS) Committee*. Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Fall 2012 – Spring 2013, "*M&O Entrepreneurs*" *Committee*, Department of Management and Organization, Robert H. Smith School of Business, University of Maryland.
- Summer 2011 – Spring 2013, *OBHR 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/University Service

- Spring 2020 - present, Sabbatical Review Committee member, the Robert H. Smith School of Business, University of Maryland
- Fall 2019 – Spring 2020, Chair of the Junior APT committee, the Robert H. Smith School of Business, University of Maryland
- Fall 2018, Judge submissions for U21/PwC Case Challenge, the Center for Global business (CGB) and the UMD Office of International Affairs (OIA), University of Maryland
- Spring 2018, Evaluation of Senior Associate Dean's Performance, University of Maryland
- Fall 2017 to present, Graduate PCC committee, University of Maryland
- Fall 2016 to present, *Graduate Council*, University of Maryland
- Fall 2015 to present, Advisor, *Office of China Affairs*, University of Maryland
- Fall 2013 to Spring 2016, *Campus APT Committee* member, University of Maryland

- Fall 2013 to present, *Global Oversight Committee* member, Robert H. Smith School of Business, University of Maryland
- Spring 2013 to present, Fellow, *Center for Leadership, Innovation, & Change (CLIC)*, Robert H. Smith School of Business, University of Maryland
- Spring 2012 to present, *Faculty Advisor, Asian Business Association* – Maryland Chapter
- Spring 2011, 2010, *Salary Review Committee for Tenured Faculty*, Robert H. Smith School of Business, University of Maryland.
- Spring 2010 to Fall 2012, *Research Director, Center for Excellence in Service (CES)*, 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

- Academy of Management (AOM)
- American Psychological Association (APA)
- Association for Psychological Science (APS)
- Personnel and Human Resources Research Group (PHRRG)
- Society for Industrial/Organizational Psychology (SIOP)
- Society of Organizational Behavior (SOB)