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University of Maryland-College Park  
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(updated March 2018; H-index=50; Google Scholar citations=14,240; Web of Science citations= 3,658)

**Education:**

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

**EXPERIENCE:**

- August 2016- August 2017 Immediate Past President, Academy of Management (*comprising my 5<sup>th</sup> and last year on the Academy's Executive Committee*)
- August 2015- August 2016 President, Academy of Management
- August 2014- August 2015 President-Elect, Academy of Management
- August 2013- August 2014 Vice President/Program Chair, Academy of Management
- August 2012- August 2013 Vice President-Elect/Professional Development Workshop Chair, Academy of Management
- July 2008-July 2011 Director, Ph.D. Program, Robert H. Smith School of Business, University of Maryland (*identical to my role as Associate Dean at UNC-Chapel Hill*)
- January 2006- current Clarice Smith Professor of Management & Organization, Robert H. Smith School of Business, University of Maryland
- August 2003- Dec 2005 Professor of Management & Organization, Robert H. Smith School of Business, University of Maryland
- 1998-2001 Associate Dean, Ph.D. Programs, Kenan-Flagler Business School, University of North Carolina-Chapel Hill
- Dec 2000-July 31st, 2003 Willard J. Graham Distinguished Professor of Management, Kenan-Flagler Business School, University of North Carolina

- August 1996-Dec 2000 Professor of Management, Kenan-Flagler Business School,  
University of North Carolina
- August 1992-August 1996 Associate Professor of Management,  
Kenan-Flagler Business School, University of North Carolina
- August 1986-August 1992 Assistant Professor of Management, Kenan-Flagler Business  
School, University of North Carolina

### **HONORS**

- 2017 Outstanding Paper of the Year Award in *International Journal of Conflict Management*
- 2016 Best Paper of the Year Award in *Journal of Applied Behavioral Science*
- 2016 Named “Most Valuable Professor” by University of Maryland’s Wrestling Team
- 2013 Elected a Fellow, Association for Psychological Science (APS)
- 2013 Best Applied Conference Paper, International Association for Conflict Management
- 2009 Elected a Fellow of the Academy of Management (*an honor bestowed on approximately 1% of the Academy’s 20,000 membership*)
- 2009 Faculty Participant for the co-sponsored doctoral consortium of the Organizational Behavior and Conflict Management Divisions, Academy of Management
- 2008 Faculty representative for the Organizational Behavior Division’s Junior Faculty Consortium at the annual meeting of the AOM
- 2007 Faculty representative for the All-Academy’s New Doctoral Consortium at the annual meeting of the AOM
- 1991, 1992,  
1996, and  
2007 Best Paper Award, the Conflict Management Division of the Academy of Management (*four-time recipient*)
- 2008 Krowe Teaching Award at the Robert H. Smith School of Business
- 2004-2007 Associate Editor, *Academy of Management Journal*
- 2003 Elected an Academic Fellow, Ethics Resource Center, Washington DC (now called Ethics & Compliance Initiative (<https://www.ethics.org/>))
- 2003 Elected a member of SOB (Society for Organizational Behavior)
- 2002 Elected member of Chancellor’s Advisory Council, UNC-Chapel Hill

- 2002-2005 Elected a Representative-at-Large, Board of Governors, Academy of Management
- 1997 Ph.D. Student Teaching Award, Kenan-Flagler Business School
- 1996 O'Herron Scholar, Kenan-Flagler Business School
- 1985 National Institute of Dispute Resolution (NIDR) Fellowship

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

Rupp, D.E., Shapiro, D.L., Skarlicki, D. P., & Folger, R. 2017. A critical analysis of the conceptualization and measurement of 'organizational justice': Is it time for reassessment? *Academy of Management Annals*, 11(2): 919-959.

Huang, L., Gibson, C.B., **Kirkman, B.L.**, & Shapiro, D.L. 2017. Is traditionalism an asset or a liability for team-innovation? A two-study empirical examination. *Journal of International Business Studies*, 48(6): 693–715.

Shapiro, D.L. Hom, P., Shen, W., & Agarwal, R. 2016. How do leader-departures affect subordinates' organizational attachment?: A 360-degree relational perspective. *Academy of Management Review*, 41(3): 479-450.

**Kirkman, B.L.**, Shapiro, D.L., **Lu, S.**, & McGurrin, D. 2016. Culture and teams. *Current Opinion in Psychology*, 8: 137-142 (doi:10.1016/j.copsyc.2015.12.001).

Goldman, B.M., Shapiro, D.L., & Pearsall, M. 2016. Towards an understanding of the role of anticipatory justice in the employment dispute-resolution process. *International Journal of Conflict Management*, 27(2): 275-298. (Winner of the Outstanding Paper in the 2017 Emerald Literati Network Award for Excellence and (via an earlier version) the Best Applied Conference Paper at the 2013 International Association for Conflict Management Conference.)

**Jin, S.**, Seo, M., & Shapiro, D.L. 2016. Do happy leaders lead better? Affective and attitudinal antecedents of transformational leadership. *The Leadership Quarterly*, 27: 64–84.

Adair, W.L., Behfar, K.J., Olekalns, M., & Shapiro, D. L. 2016. Celebrating the work of Jeanne M. Brett: Building bridges and making connections. *Negotiation and Conflict Management Research*, 9(4): 292–308.

**Burnett, M.F.**, Chiaburu, D.S., Shapiro, D.L., & Li, N. 2015. Revisiting how and when perceived organizational support enhances taking charge: An inverted U-shaped perspective. *Journal of Management*, 41(7): 1805-1826.

**Kim, T.Y.**, Edwards, J.R., & Shapiro, D.L. 2015. Social comparison and distributive justice: East Asia differences. *Journal of Business Ethics*, 132(2): 401-414.

**Shin, J.**, Seo, M., Shapiro, D.L., & Taylor, M.S. 2015. Maintaining employees' commitment to organizational change: The role of leaders' informational justice and transformational leadership. *Journal of Applied Behavioral Science*, 51(4): 501-528. (Received the 2015 Douglas McGregor Memorial Award for Best Paper of the Year)

Aguinis, H., Shapiro, D.L., Antonacopoulou, E.P., & Cummings, T.G. 2014. Scholarly impact: A pluralist conceptualization. *Academy of Management Learning & Education*, 13: 623-639. (This was a finalist for Best AMLE 2014 Publication Award).

Gibson, C.B., Huang, L., **Kirkman, B.L.**, & Shapiro, D.L. 2014. Where global and virtual meet: The value of examining the intersection of these elements in 21<sup>st</sup> century teams. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1): 217-244.

**Mayer, D.**, Nurmohamed, S., Trevino, L., Shapiro, D.L., & Schminke, M. 2013. Encouraging employees to report unethical conduct internally: It takes a village. *Organizational Behavior and Human Decision Processes*, 121: 89-103.

**Zavyalova, A., Pfarrer, M.D.**, Reger, R.K., & Shapiro, D.L. 2012. Managing the message: The effects of firm actions and industry spillovers on media coverage following wrongdoing. *The Academy of Management Journal*, 55(5): 1079-2012.

Kulik, C.T., Pepper, M.B., Shapiro, D.L., & Cregan, C. 2012. The electronic water cooler: Insiders and outsiders talk about organizational justice on the internet. *Communication Research*, 39: 565-591.

Shapiro, D.L., **Boss, A.**, Salas, S., Tangirala, S., & Von Glinow, M.A. 2011. When are transgressing leaders punitively judged?: An empirical test. *Journal of Applied Psychology*, 6(2): 412-422.

Chen, G., **Sharma, P.N., Edinger, S.**, Shapiro, D.L., & Farh, J.L. 2011. Motivating and demotivating forces in teams: Cross-level influences of empowering leadership and relationship conflict. *Journal of Applied Psychology*, 96(3): 541-557.

**Schei, V.**, Rognes, J., & Shapiro, D.L. 2011. Can individualists and cooperators play together?: The effects of mixed social motives in negotiations. *Journal of Experimental Social Psychology*, 47(2): 371-377.

**Farh, C.**, Bartol, K., Shapiro, D.L., & **Shin, J.** 2010. Networking abroad: A process model of how expatriates form support ties to facilitate adjustment. *Academy of Management Review*, 35(3): 434-454.

**Kim, T.** & Shapiro, D.L. 2008. Retaliation against supervisory mistreatment: Negative emotion, group membership, and cross-cultural differences. *International Journal of Conflict Management*, 19(4): 339-358.

Goldman, B., Cropanzano, R., Stein, J., Shapiro, D.L., Thatcher, S., & Ko, J. 2008. The role of ideology in mediated disputes at work: A justice perspective. *International Journal of Conflict Management*, 19(3): 210-233.

**Williamson, I.O., Slay, H.**, Shapiro, D.L., & Shivers-Blackwell, S.L. 2008. The effect of explanations on prospective applicants' reactions to firm diversity practices. *Human Resource Management Journal*, 47(2): 311-330.

**Kim, T.**, Shapiro, D.L., Aquino, K., Lim, V.K.G., & Bennett, R.J. 2008. Workplace offense and victims' reactions: The effects of victim-offender (dis)similarity, offense-type, and cultural differences. *Journal of Organizational Behavior*, 29(3): 415-433.

Tinsley, C.H., Brett, J.M., Shapiro, D.L., & Okumura, T. 2007. Intervening in employee disputes: How and *when* will managers from China, Japan, and the U.S. act differently? *Management & Organization Review*, 3(2):183-204.

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

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

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

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

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

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

**Lovelace, K.**, Shapiro, D.L., & Weingart, L.R. 2001. Maximizing crossfunctional new product teams' innovativeness and constraint adherence: A conflict communications perspective. *The Academy of Management Journal*, 44(4): 479-493. (*This received the Best Empirical Paper Award at the 1999 annual meeting of the International Association for Conflict Management.*)

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

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

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

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

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

- Barry, B.** & Shapiro, D.L. 2000. When will grievants choose voice?: A test of situational, motivational, and attributional explanations. *International Journal of Conflict Management*, 11(2): 106-134.
- Rahim, A., Magner, N., & Shapiro, D.L. 2000. Do fairness perceptions influence styles of handling conflict with supervisors?: What fairness perceptions, precisely? *International Journal of Conflict Management*, 11(1): 9-31.
- Kirkman, B.L.**, Jones, R., & Shapiro, D.L. 2000. Why do employees resist teams?: Examining the “resistance barrier” to work team effectiveness. *The International Journal of Conflict Management*, 11(1): 74-92.
- Stewart, M.** & Shapiro, D.L. 2000. Selection based on merit versus demography: Implications across race and gender lines. *Journal of Applied Psychology*, 85(2): 219-231.
- Kirkman, B.L.** & Shapiro, D.L. 2000. Understanding why team members won't share: Facilitating the transition to team-based rewards. *Small Group Research*, 31(2): 175-209.
- Lytle, A., Brett, J.M., & Shapiro, D.L. 1999. The strategic use of interests, rights, and power to resolve disputes. *The Negotiation Journal*, 15(1): 31-52.
- Shapiro, D.L. & **Kirkman, B.L.** 1999. Employees' reaction to the change to work teams: The influence of 'anticipatory' injustice. *Journal of Organizational Change Management*, 12(1): 51-66.
- Brett, J.M., Shapiro, D.L., & Lytle, A. 1998. Breaking the bonds of reciprocity in negotiations. *Academy of Management Journal*, 41(4): 410-424.
- Elangovan, A.R. & Shapiro, D.L. 1998. Betrayal of trust in organizations. *Academy of Management Review*, 23(3): 547-566.
- Kirkman, B.L.** & Shapiro, B.L. 1997. The impact of national culture on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness. *The Academy of Management Review*, 22(3): 730-757. *This was a runner-up for the 1997 Best Publication in Organizational Behavior (BPOB) Award given by the OB Division of the National Academy of Management.*
- Kosnik, R.D. & Shapiro, D.L. 1997. Agency conflicts between investment banks and corporate clients in M&A transactions: Causes and remedies. *The Academy of Management Executive*, 11(1): 7-20.
- Shapiro, D.L. & Rognes, J. 1996. Can a dominating orientation *enhance* the integrativeness of negotiated agreements? *The Negotiation Journal*, 12(1): 81-90.
- Kirkman, B.L.**, Shapiro, D.L., Novelli, L., & Brett, J.M. 1996. Employee concerns regarding self-managing work teams: A multidimensional justice perspective. *Social Justice Research*, 9(1): 47-67.
- Shapiro, D.L., Trevino, L., & Victor, B. 1995. Correlates of employee theft: A multi-dimensional justice perspective. *The International Journal of Conflict Management*, 6(4): 404-414.

- Friedman, R. & Shapiro, D.L. 1995. Deception and mutual gains bargaining: Are they mutually exclusive? *The Negotiation Journal*, 11(3): 243-253.
- Shapiro, D.L. & Bies, R.J. 1994. Threats, bluffs, and disclaimers in negotiation. *Organizational Behavior and Human Decision Processes*, 60: 14-35.
- Kesner, I.F., Shapiro, D.L., & **Sharma, A.** 1994. Brokering mergers: An agency theory perspective on the role of representatives. *Academy of Management Journal*, 37(3): 703-721.
- Shapiro, D.L., Buttner, H.B., & **Barry, B.** 1994. Explanations: What factors enhance their perceived adequacy? *Organizational Behavior and Human Decision Processes*, 58: 346-368.
- Shapiro, D.L. & Rosen, B. 1994. An investigation of managerial interventions in employee disputes. *Employee Rights and Responsibilities Journal*, 7 (1): 37-50.
- Shapiro, D.L. & Brett, J.M. 1993. Comparing three processes underlying judgments of procedural justice: A field study of mediation and arbitration. *Journal of Personality and Social Psychology*, 65(6): 1167-1177.
- Victor, B., Trevino, L., & Shapiro, D.L. 1993. Peer-reporting of unethical behavior: The influence of justice evaluations and social context factors. *Journal of Business Ethics*, 12: 87-97.
- Barry, B.** & Shapiro, D.L. 1992. Influence tactics in combination: An examination of the interactive effects of ingratiation and exchange. *Journal of Applied Social Psychology*, 22(18): 1429-1441.
- Shapiro, D.L., Sheppard, B.H., & Cheraskin, L. 1992. Business on a handshake. *The Negotiation Journal*, 8(4): 365-377.
- Shapiro, D.L. 1991. The effect of explanations on negative reactions to deceit. *Administrative Science Quarterly*, 36: 614-630.
- Kesner, I.F. & Shapiro, D.L. 1991. Did a "failed" negotiation really fail?: Reflections on the Arthur Andersen-Price Waterhouse merger talks. *The Negotiation Journal*, 7(4): 369-377.
- Sharma, A.**, Shapiro, D.L., & Kesner, I. 1991. Targets of mergers: Applying a negotiations perspective to predict degree of resistance. *The International Journal of Conflict Management*, 2(2), 117-138.
- Bies, R.J. & Shapiro, D.L. 1988. Voice and justification: Their influence on procedural fairness judgments. *Academy of Management Journal*, 31(3), 676-685.
- Bies, R.J., Shapiro, D.L., & Cummings, L.L. 1988. Causal accounts and managing organizational conflict: Is it enough to say it's not my fault? *Communication Research*, 15(4), 381-399.
- Bies, R.J. & Shapiro, D.L. 1987. Interactional justice: The influence of causal accounts. *Social Justice Research*, 1, 199-218.
- White, G.L. & Shapiro, D.L. 1987. Don't I know you?: Antecedents and social consequences of perceived familiarity. *Journal of Experimental Social Psychology*, 23, 75-92.

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

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

#### **ACADEMY OF MANAGEMENT JOURNAL—FROM THE EDITORS COLUMN**

Shapiro, D.L., **Kirkman, B.L.** & Courtney, H.G. 2007. Perceived causes and solutions of the translation problem in management research. *Academy of Management Journal*, 50 (2): 249-266.

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

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

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

#### **ACADEMY OF MANAGEMENT REVIEW— PRESIDENTIAL ADDRESS**

Shapiro, D.L. 2017. Presidential Address: Making the Academy Full-Voice Meaningful. *Academy of Management Review*, 42(2): 165–173.

#### **PROCEEDINGS**

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

Goldman, B., Cropanzano, R., Stein, J., Shapiro, D.L., Thatcher, S., & Ko, J. 2007. The role of ideology in mediated disputes at work: A justice perspective. *Academy of Management Best Paper Proceedings*. **(This received the 2007 BEST PAPER AWARD from the Conflict Management Division of the Academy.)**

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

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

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



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

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

### **BOOK CHAPTERS**

Bies, R.J., Tripp, T., & Shapiro, D.L. 2016. Abusive leaders or Master motivators?: “Abusive” is in the eye of the beholder (pp.252-276). In N.A. Ashkanasy, R.J. Bennett, & M. Martinko (Eds.), *Understanding the higher performance workplace: The line between motivation and abuse.* New York: Routledge (Taylor & Francis Group).

Shapiro, D.L. 2016. The essentiality of justice in organizations: A justice-as-negotiation perspective. In K. Elsbach, A. Kayes, & C. Kayes (Eds.), *Contemporary Organizational Behavior in Action* (pp.370-78). New York: Pearson Publishing.

Shapiro, D.L. & **Sherf, E.N.** 2015. The role of conflict in managing injustice. In R. Cropanzano & M.L. Ambrose (Eds.), *The Oxford Handbook of Justice in the Workplace.* (pp.443-460). UK: Oxford University Press.

Shapiro, D.L. & Burris, E. 2014. The role of voice in managing conflict. In N. Ashkanasy & K. Jehn’s (Eds.), *Handbook of Conflict Management Research* (pp.173-192). UK: Edward Edgar Publishing.

Shapiro, D.L. & Fugate, M. 2012. Broadening EOR Theory to include “*anticipatory justice*”: New options for EOR-strengthening? In L. Shore, J.A. Coyle-Shapiro, & L. E. Tetrick, (Eds.), *The employee-organization relationship: Applications for the 21<sup>st</sup> century* (pp.335-362). New York: Psychology Press/Routledge.

Goldman, B.M. & Shapiro, D.L. 2012. The psychology of negotiations in the 21st century workplace: New challenges and new solutions. In B.M. Goldman & D.L. Shapiro (eds.), *The psychology of negotiations in the 21<sup>st</sup> century workplace* (pp.3-12). New York: Routledge/Taylor & Francis Group.

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

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Shapiro, D.L. & Tinsley, C. 2001. Intervening “fairly” in employee disputes among nationally-different employees: Is this possible? In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Research in social Issues in management: Theoretical and cultural perspectives on organizational justice (Vol. 1)*: 187-213. NY: Information Age Publishing, Inc.

Shapiro, D.L. & **Kirkman, B.L.** 2001. Anticipatory injustice: The consequences of *expecting* injustice in the workplace. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp.152-178). Stanford, CA: Stanford University Press.

Shapiro, D.L. & Von Glinow, M.A. 1999. Negotiation in multicultural teams: New world, old theories? In R.J. Bies, R.J. Lewicki, & B.H. Sheppard (Eds.), *Research on negotiation in organizations* (Vol. 7: 231-262). Greenwich, CT: JAI Press.

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

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

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### **BOOK REVIEWS**

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

### **BOOKS**

Goldman, B. & Shapiro, D.L. 2012. *The psychology of negotiation in the 21<sup>st</sup> century workplace: New challenges and new solutions (a volume of the Frontier Series for the Society of Industrial/Organizational Psychology)*. New York: Psychology Press/Routledge.

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

### **PAPERS UNDER REVIEW (titles unnamed here to protect the double-blind review process)**

**Farh, C.**, Liao, H., Shapiro, D.L., & **Shin, J.** \_\_. Manuscript under first-round revision.

Shapiro, D.L., Bies, R.J., Tripp, T., Aquino, K., & Hanges, P. \_\_. Manuscript under first-round review.

### **WORKING PAPERS (co-authors in bold are former or current doctoral students)**

Takeuchi, R., **Yu, Y.**, Chen, Z., & Shapiro, D.L. Opening the black-box of proactivity effects on individual creativity and team innovation: A knowledge (sharing)-based view. Manuscript in preparation for journal-submission.

**Campbell, E.** & Shapiro, D.L. Actions speak softer than words: The effect of status on enactment and appraisal of proactivity (data analyses associated with three studies are underway)

**Dehnsa-Kahlon, R.,** Coyle-Shapiro, J., & Shapiro, D.L. Let's talk! Exploring talk as a recovery mechanism from workplace injustice. (Supplemental data-collection phase)

Mesdaghinia, S., Eisenberger, R., & Shapiro, D.L. Unethical pro-organizational behavior: Incitement by the leader. Manuscript in preparation for journal-submission.

Ding, W. & Shapiro, D.L. Differential Effect of leadership experience on men and women's job searches. (data-collection underway)

Hanges, P. & Shapiro, D.L. Ethical leadership, organizational culture, and counterproductive work behaviors. (Survey design phase guided by 2016 qualitative data collection)

**Jin, S.,** Shapiro, D.L., Seo, M., & **Han, J.** Feeling smart, leading better: The relationship between emotional intelligence, job satisfaction, emotional intensity, and transformational leadership. (Data-analysis phase)

**Jin, S.,** Shapiro, D.L., & Seo, M. How transformational leaders influence team creativity: An empirical test of mediating mechanisms. (Data-analysis phase)

Leavitt, K., Qiu, A., Shapiro, D.L., & Trevino, L. Revisiting the effect of anger on whistleblowing behavior under varying conditions: An empirical test. (experimental data-collection underway)

Simpson, S., Galvin, M., Martin, G.S., Shapiro, D.L., & Beckman, C. Gender, board diversity, and corporate crime: Specifying the relationship between informal and formal crime control. (Data-coding phase underway regarding various types of crime as well as various types of punitive reactions by government and non-governmental entities)

Simpson, S., Shapiro, D.L., & Beckman, C. Gender in the boardroom and corporate crime: An empirical study. (Data-coding phase on newly-collected archival variables to refine understanding of initial results showing a gender-effect)

### ***ACADEMY OF MANAGEMENT (AOM) SERVICE ACTIVITIES***

2016-2017 Immediate Past President, Academy of Management and Chair of the Academy's Ethics Committee

2015-2016 President, Academy of Management

2014-2015 President-Elect, Academy of Management

2013-2014 Vice President/Program Chair, Academy of Management

2012-2013 Vice President-Elect/PDW Chair, Academy of Management

2009-2011 Member, L.L. Cummings Scholarly Achievement Award Committee for the Organizational Behavior Division of the Academy of Management

- August 2009 Faculty Participant for the co-sponsored doctoral consortium of the Organizational Behavior and Conflict Management Divisions, Academy of Management
- August 2008 Faculty representative for the Organizational Behavior Division's Junior Faculty Consortium at the annual meeting of the AOM
- April 2008 Speaker at Eastern regional Academy of Management meeting on a panel regarding "Publishing in the Organization Sciences"
- August 2007 Faculty representative for the All-Academy's New Doctoral Consortium at the annual meeting of the AOM
- August 2006 Faculty representative for the Conflict Management Division's Doctoral Consortium at the annual meeting of the AOM
- 2005-2007 Associate Editor, Academy of Management Journal (*this end date is deceptive due to backlog of papers under advanced stages of review; my last decision-letter was mailed January 21, 2011*)
- 2004-2005 Member, Academy of Management's Terry Book Award Committee
- 2004-2005 Member, All-Academy's Career Achievement Award Committee (chaired by Greg Oldham)
- August 2003 Chair, Division & Interest Group Relations (DIGR) Committee, AOM
- August 2002-2005 Elected a Representative-at-Large, Academy of Management Board of Governors
- Dec-August 2002 Member, Human Resource Division's Scholar Achievement Award
- Dec-August 2002 Member, the Newman (Best Dissertation-based) Committee
- Dec-August 2001 Member, Best AMR Publication Award Committee
- August 2001 Faculty Representative for the Human Resource Management Division's doctoral student consortium
- August 2000 Faculty Representative for the Conflict Management Division's doctoral student consortium
- March 2000 Elected Representative of the Academy Council (liaison to the AOM Board of  
2002 Governors)
- February 1996- Member, OB Division Membership Outreach & Involvement (MOI)  
2000 Committee
- June 1994 to Member, All-Academy Social Events Task Force  
June 1995

August 1994 to August 1995	Chair, Conflict Management Division of AOM
August 1993 to August 1994	Chair-Elect, Conflict Management Division of AOM
August 1992 to August 1993	Program Chair, Conflict Management Division of AOM
June 1991 to August 1992	Program Chair-Elect, Conflict Management Division of AOM
August 1989 to August 1990	Representative at Large, Conflict Management Division of AOM

### ***INVITED PRESENTATIONS***

- 2016 Shapiro, D.L. You did this on the wrong day!: Effect of incidental anger and cognitive fatigue on whistleblowing. Presentation at The University of Notre Dame's School of Business. (September 30<sup>th</sup>).
- 2016 Shapiro, D.L. Managing academic decisions in fairness-enhancing ways. Keynote presentation in Georgetown University's GWIM Program (Georgetown Women in Medicine) (April 27<sup>th</sup>).
- 2015 Shapiro, D.L. Towards the development of a new measure of leadership: "Performance-driving." Presentation to the management faculty and PhD students at the University of Minnesota's Carlson School of Business, April 10<sup>th</sup>.
- 2014 Shapiro, D.L. Is the supervisor "performance-driving" or "abusive"?: A social contextual perspective. Presentation to the psychology and management faculty and doctoral students at Colorado State University, December 16<sup>th</sup>.
- 2014 Shapiro, D.L. Effectively managing global virtual teams: A Matter of Understanding These Teams' *Cultural* and *Virtual*-challenges. Presentation as keynote speaker at a conference titled: "Frontiers in Business Research" (at Renmin University in Beijing China, June 23<sup>rd</sup>).
- 2014 Shapiro, D.L. Managing global teams: A need and opportunity for Chinese Management Research. Presentation as keynote speaker at the annual meeting of the International Association for Chinese Management Research (Beijing China, June 20<sup>th</sup>).
- 2014 Shapiro, D.L. Discussant for symposium titled: "New Research Directions on Employee Voice." Presentation at the annual meeting of the International Association for Chinese Management Research (Beijing China, June 20<sup>th</sup>).
- 2014 Shapiro, D.L. Revisiting "Abusive Supervision" via a Social Contextual Perspective. Presentation at the business school of the U of Houston (Houston, TX, March 21<sup>st</sup>).
- 2014 Shapiro, D.L. Is the supervisor "abusive" or "performance-driving"?: Says Who? Presentation at the business school of George Washington U (Washington, D.C., Feb 27<sup>th</sup>).

- 2013 Shapiro, D.L. Are perceptions of “abusive supervision” social contextually-influenced?: An empirical test. Presentation at Northwestern University’s Kellogg Graduate School of Management (Evanston, IL, October 18th).
- 2013 Shapiro, D.L. Managing relational conflict in teams: *How?* Presentation at Colorado University-Boulder’s Leeds School of Business (Boulder, CO, May 21<sup>st</sup>).
- 2011 Shapiro, D.L. When *leaders* transgress: Are they punitively evaluated? Presented at the biannual meeting of the Ethics Resource Center, Arlington, VA.
- 2010 Shapiro, D.L. Doing ‘*justice*’ to the study of organizational justice. Keynote opening speaker for the International Justice Roundtable Conference at the University of Central Florida, November.
- 2009 Shapiro, D.L. When are *leaders* punitively judged?: An empirical test. Presented to the management faculty at Syracuse University.
- 2008 Shapiro, D.L. Relationship conflict in teams: Do dynamics differ across culture? Presented to the management faculty at The University of Pennsylvania, Wharton School of Business.
- 2008 Shapiro, D.L. How remoteness to the workplace is likely to influence employees’ perceptions of fairness: What are managers to do? Presented at the Eighth Netcentricity Conference at the Robert H. Smith School, University of Maryland, May 9th.
- 2006 Shapiro, D.L. *Exposing the corrupt: Revisiting how, and why, employees blow the whistle*. Invited talk at the University of Texas-Austin’s Business School, May.
- 2004 Shapiro, D.L. *Turning the other cheek: The effects of concern for ingroup, perceived similarity, and offense characteristics on responses to a workplace offense*. Presented at the University of Arizona, Eller School of Business, May 17th.
- 2004 Shapiro, D.L. “When do cultural values explain cross-cultural phenomena?: An introduction and test of Cultural Complexity Theory.” Presented at the Department of Industrial/Organizational Psychology, University of Maryland, March 8th .
- 2004 Shapiro, D.L. *Creating justice-for-all in an internationally-diverse world: How?* Invited talk at the University of Toronto, Rotman School of Business, January 30<sup>th</sup>.
- 2003 Shapiro, D.L. *Conflict Management/Negotiation Research: With What Questions Ought We be Wrestling?* Invited talk at University of Memphis, School of Business, Nov 20th.
- 2003 Shapiro, D.L. *Cross-cultural challenges for negotiators*. Invited talk at University of Maryland, Department of Communications, October 7th.
- 2003 Shapiro, D.L. The need for “polycontextuality” in international business research. Presented as part of the Keynote Panel (chaired by Larry Farh) on “New Directions in Organization Behavior and Strategic Human Resources” at the first annual conference on “Emerging research frontiers in International Business,” Duke University, March 7.

- 2002 Shapiro, D.L. *Employee retaliation against supervisory mistreatment: Only in America?* Presented at the Department of Social Psychology, UNC-Chapel Hill, April 10.
- 2001 Shapiro, D.L. *Employee retaliation against supervisory mistreatment: Only in America?* Presented at the J.L. Kellogg Graduate School of Management, Northwestern University, April 3.
- 2001 Shapiro, D.L. *Employee retaliation against supervisory mistreatment: Only in America?* Presented at the John Olin School of Business, Washington University-St. Louis, February 20.
- 2000 Shapiro, D.L. *Conflict management and negotiation research: Why it is increasingly important to management theory and practice.* Presented at the Leonard Stern School of Business, New York University, December 7.
- 2000 Shapiro, D.L. *Fabled, but foibled, leaders: When do they fall?* Presented at the University of Southern California, November 17.
- 2000 Shapiro, D.L. (with G. Spreitzer and M.A. Von Glinow). *Helping transnational team members to sense trust: A counterintuitive approach to leadership.* Presented at the Research on Managing Groups and Teams Conference, Stanford University, May 13.
- 1999 Shapiro, D.L. *The impact of cultural values on employee job satisfaction and organizational commitment.* Presented at the McDonough School of Business, Georgetown University, April 9.
- 1998 Shapiro, D.L. *The impact of power distance on the relationship between participation and organizational commitment in Argentina, Mexico, and the United States.* Presented at the Johnson Graduate School of Management, Cornell University, November 12, 1998.
- 1998 Shapiro, D.L. (with Chris Pearson, Judith Wegner, and Chris Porath). *“Temperamental” talent or “culture corrupter”? Exploring antecedents and consequences of work-related incivility and aggression.* Presented at the Cato Center Annual Meeting, Kenan-Flagler Business School, May 14th.
- 1998 Shapiro, D.L. (with M.A. Von Glinow). *Negotiation in multicultural teams: New world, old theories?* Presented at the Conference on Negotiations in Organizations, Duke University, Fuqua School of Business, April 17th.
- 1997 Shapiro, D.L. *The impact of national culture on employee resistance to teams: Toward a model of globalized self-managing work team effectiveness.* Presented at the J.L. Kellogg Graduate School of Management as part of its Scholar in Residence Program.
- 1997 Shapiro, D.L. *Group vs. Dyadic- Negotiations: Are they different, and is this important?* Presented at Washington University at St. Louis.
- 1996 Shapiro, D.L. *The impact of national culture on employee resistance to teams.* Presented at The Fuqua School of Business, Duke University.



**REFEREED CONFERENCE PRESENTATIONS (co-authors in bold are former or current doctoral students):**

2018 Ding, W., **Lee, H.**, & Shapiro, D.L Seeking STEM jobs: Does entrepreneurship experience help or hurt? Paper to be presented as part of the symposium entitled: “Experience through enterprise: Entrepreneurial careers, fates, and fortunes” at the annual meeting of the Academy of Management (Chicago).

2018 Lu, S. & Shapiro, D.L. Abusive supervision and thriving. Paper to be presented as part of the symposium entitled: “New Perspectives in Abusive Supervision Research” at the annual meeting of the Academy of Management (Chicago).

2018 Shapiro, D.L. The effect of college sport on participants, colleges, and society. Paper to be presented as part of the symposium entitled: “Improving Health and Wellbeing in society: How can sport help (or hurt)?” at the annual meeting of the Academy of Management (Chicago).

2018 **Campbell, E.** & Shapiro, D.L. (2018, April). Capes and aprons: How gender affects appraisal of proactivity when things go wrong. Paper presented as part of the symposium entitled: “Leaning in (or out): Correcting misperceptions of women in management” at the annual meeting of the Society for Industrial/Organizational Psychology (SIOP) in Chicago.

2017 **Jin, S.**, Seo, M., & Shapiro, D.L. How and when emotional intelligence aids leaders’ effectiveness.” Paper presented at the annual meeting of the Academy of Management (Atlanta).

2016 Simpson, S.S., Galvin, M.A., Lee, J.G., Deitzer, J., Martin, G.M., Shapiro, D.L., & Beckman, C. Corporate governance, diversity, and corporate crime: Does offense-type matter? Paper presented at the annual meeting of the American Society of Criminology (New Orleans).

2016 Simpson, S.S., Galvin, M.A., Martin, G.S., Shapiro, D.L., & Beckman, C. Gender, board diversity, and corporate crime: Specifying the relationship between informal and formal crime control. Paper presented at the annual meeting of the American Sociological Association (Seattle).

2016 Mesdaghinia, S., Eisenberger, R., & Shapiro, D.L. Unethical pro-organizational behavior: Incitement by the leader. Paper presented at the annual meeting of the Southern Management Association (Charlotte).

2016 **Farh, C.**, Liao, H., Shapiro, D.L., & **Shin, J.** Out of sight and out of mind?: Strategies for feeling included in multinational organizations. Paper presented as part of the symposium “Ties, Interlocks, and Relationships in Organizations” at the annual meeting of the Academy of Management (Anaheim).

2016 Beckman, C. & Shapiro, D.L. Women in the boardroom and corporate Crime: An empirical investigation. Empirically-guided view presented as part of the panel-symposium: “Sex in the Boardroom: Does Gender Matter at the Upper Echelons?-- A Debate” at the annual meeting of the Academy of Management (Anaheim).

2015 **Dehnsa-Kahlon, R.**, Coyle-Shapiro, J., & Shapiro, D.L. Let’s talk! Exploring talk as a recovery mechanism from workplace injustice. Presented at the annual meeting of the Academy of Management (Vancouver).

2015 Huang, L., Gibson, C.B., **Kirkman, B.L.**, & Shapiro, D.L. The relationship of traditionalism cultural values, and innovation during corporate entrepreneurship. Presented as part of the symposium “Beyond National Culture: How Cultural Values Shape Individual and Team Outcomes” at the annual meeting of the Academy of Management (Vancouver).

2015 Shapiro, D.L. The importance of doing what you love with those who bring you joy. Presented as part of the symposium “How To Become Successful at the Academy of Management” at the annual meeting of the Academy of Management (Vancouver).

2015 Takeuchi, R., **Yu, Y.**, Chen, Z., & Shapiro, D.L. Team as innovation systems: A Multilevel, knowledge-based social learning view of individual creativity and team innovation. Presented at the annual Academy of Management conference (Vancouver). *Note: Due to the Academy’s Rule-of-Three, my name on this submission was excluded; our paper is imminently under journal-review.*

**2014 NOTE: As the Academy of Management’s (AOM) Program Chair/Vice-President, I was not allowed to submit papers or PDWs to the 2014 annual meeting, hence why 2014 is uncharacteristically absent of AOM presentations.**

2013 **Sherf, E.N.** & Shapiro, D.L. Should teams “openly discuss” relationship conflict?: An accommodation-based model for reconciling competing views. Paper presented at the annual meeting of the Academy of Management, Orlando (August).

2013 **Jin, S.**, Shapiro, D.L., & Seo, M. How transformational leaders influence team creativity: An empirical test of mediating mechanisms. Paper presented at the annual meeting of the Academy of Management, Orlando (August).

2013 Fried, Y., Levi, A., Shapiro, D.L., Markoczy, L., & Feigenbaum, A. How explanations and forecasts affect perceived fairness of pay freezes: Paper presented at the upcoming annual meeting of the Society of Industrial/Organizational Psychology, Houston (April).

2012 **Carnahan, S.**, Shapiro, D.L., & Agarwal, R. Following the leader: When do employees follow departing star-leaders out the door? Paper presented at the annual meeting of the Academy of Management, Boston (August).

2012 Shapiro, D.L., Bies, R.J., Tripp, T.R., & Sherf, E. When are bosses “abusive” versus “performance-driving”? Towards a contingency model of perceived abusiveness. Paper presented at the annual meeting of the Academy of Management, Boston (August).

2011 Shapiro, D.L. Moving forward with team research: How? Discussant remarks presented as part of the symposium titled: “New perspectives on team inputs, processes, and outcomes” at the annual meeting of the Academy of Management, San Antonio (August)

2011 Shapiro, D.L. Panelist for the Professional Development Workshop (PDW) titled: “Organizational Justice: Breaking the Boundaries and Forging New Directions,” sponsored by four Divisions (OB, HR, CM, and SIM). Presentation made at the annual meeting of the Academy of Management, San Antonio (August)

2010 Huang, L., Gibson, C., Shapiro, D.L., & **Kirkman, B.L.** Effect of heterogeneity in trust and culture on virtual team innovation. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada (August).

2010 **Sharma, P.**, Venkataramani, V., & Shapiro, D.L. The role of social network dynamics in dyadic relationship conflict. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada (August).

2010 **Shin, J.**, Seo, M., & Shapiro, D.L. *Maintaining employees' commitment to organizational change*. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada (August).

2009 **Zavyalova, A., Pfarrer, M.**, Reger, R., & Shapiro, D.L. From guilty to (looking) good: Reputation dynamics in the U.S. toy industry. Paper presented at the annual meeting of the Academy of Management, Chicago (August).

2009 **Shin, J.**, Shapiro, D.L., & Schminke, M. When are leaders reluctant to empower?: An empirical investigation. Paper presented at the annual meeting of the Academy of Management, Chicago (August).

2009 Shapiro, D.L. The role of cultural intelligence in cross-cultural management research. Invited Caucus participant.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 1996 **Kirkman, B.L.** & Shapiro, D.L. Toward a model of globalized team effectiveness. Paper presented at the national meeting of the Academy of Management, Cincinnati, OH (August).
- 1995 Rognes, J. & Shapiro, D.L. Culture, styles, and outcomes in group and dyadic negotiations: A study of American and Norwegian negotiators. Paper presented at the annual meeting of the International Association of Conflict Management, Copenhagen (June).
- 1994 Shapiro, D.L., **Sharma, A.**, & Kesner, I.F. The role of third parties in merger negotiations: Buyers beware. Paper presented at the national meeting of the Academy of Management, Dallas (August).
- 1994 Shapiro, D.L., **Houghton, S.**, & Kesner, I.F. Accounts as informal influence tactics: A conceptual model and propositions. Paper presented at the national meeting of the Academy of Management, Dallas (August).
- 1994 **Kirkman, B.L.**, Shapiro, D.L., & Novelli, L. Employee resistance to workteams: A justice perspective. Paper presented at the national meeting of the Academy of Management, Dallas (August).
- 1994 **Kirkman, B.L.**, Shapiro, D.L., Novelli, L., & Brett, J.M. Employee concerns regarding self-managing work teams: A multidimensional justice perspective. Paper presented at the Behavioral Research and Ethics Conference, Northwestern University (July).
- 1994 Shapiro, D.L., Trevino, L., & Victor, B. Correlates of employee theft: A multi-dimensional justice perspective. Paper presented at the annual meeting of the International Association of Conflict Management (June).
- 1994 Friedman, R.A. & Shapiro, D.L. Deception and mutual gains bargaining: Are they mutually exclusive? Paper presented at the annual meeting of the International Association of Conflict Management, Eugene, Oregon (June).
- 1993 Shapiro, D.L. When do employees use deceptive tactics to stop unwanted organizational change?: A negotiation perspective. Paper presented at the biannual Conference on Negotiation, Georgetown University (November).
- 1993 Shapiro, D.L. Ethical dilemmas of getting people to “yes” in dispute resolution and negotiation. Paper presented at the national pre-conference meeting of the Conflict Management Division of the Academy of Management, Atlanta (August).
- 1992 Shapiro, D.L. Refining the theory of procedural justice by reconsidering what it means to “consider” employees’ expressed views. Paper presented at the annual conference of the Society of Industrial/Organizational Psychology, Montreal, Quebec (May).
- 1992 Shapiro, D.L. ‘Dynamicizing’ conflict management research. Paper presented at the national pre-conference meeting of the Conflict Management Division of the Academy of Management, Las Vegas, Nevada (August).
- 1992 Shapiro, D.L. The importance of “considering” grievants’ expressed views: What does this mean? Paper presented at the national meeting of the Academy of Management, Las Vegas, Nevada (August).

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

## ***RESEARCH GRANTS***

### ***GRANTS***

January 2016 Recipient of a \$404,978.00 National Institute of Justice (NIJ) Grant as co-Principal Investigator (with Professors Sally Simpson, Christine Beckman, and Gerald S. Martin). Preventing and Controlling Corporate Crime: The Dual Role of Corporate Boards and Legal Sanctions.

March 2015 Recipient of a \$20,000.00 U of MD ADVANCE Interdisciplinary Research Seed-grant with Professors Sally Simpson (Department of Criminology) and Christine Beckman (Department of Management)

September Recipient of a \$65,000.00 Kaufmann Foundation grant  
2006

December Recipient of a (\$8750.00) GRB grant from the U of Maryland  
2003

May Recipient of a (\$22,000.00) grant as a Jefferson Pilot Foundation Research Fellow  
2000

May Recipient of a (\$20,000.00) grant as a Belk Foundation Research Fellow  
1999

May Recipient of a (\$15,000.00) grant as a Latane Research Fellow  
1998

May Recipient of a (\$12,500) grant as a Cato Research Fellow  
1995

April Recipient of a (\$7500) grant from the Center of Management Studies, Institute of  
1993 Private Enterprise, University of North Carolina at Chapel Hill

March Recipient of a (\$1000) grant from the University Research Council, University of  
1992 North Carolina at Chapel Hill

September Recipient of a (\$3,800) grant from the Dispute Resolution Research Center,  
1991 Northwestern University

September Recipient of a (\$7,000) grant from the Dispute Resolution Research Center,  
1988 Northwestern University

April Recipient of a University Research Council Grant (\$1500.00), University of  
1987 North Carolina at Chapel Hill

Sept. Recipient of a dissertation fellowship grant (\$5000.00) from the National Institute  
1984 of Dispute Resolution

**Dissertation Chair (\*)/Dissertation Committee Member for:**

- 2017 Chae Mamayek (Department of Criminology, U of MD)
- 2016 Giankun Guo (Department of Communications, U of MD)
- 2015 Daniel Graff (Aalto School of Business in Helsinki, Finland; I was Outside Member)
- 2014 Elizabeth Campbell (Department of Management, U of MD)
- 2014 Rashpal Dhensa-Kahlon (London School of Business & Economics; I was Outside Member)
- 2014 Leah Sheppard (University of British Columbia; I was Outside Member)
- 2013 Jiseon Shin (Department of Management, U of MD)
- 2012 Laura Severance (Department of Psychology, U of MD)
- 2011 Kirsten Keller (Department of Management, U of MD)
- \*2010 Sirkwoo Jin (Department of Management, U of MD)
- 2007 Julie Lyon 2007 (Department of Psychology, U of MD)
- 2006 Lynn Imai 2006 (Department of Psychology, U of MD)
- 2006 Gosia Langa 2006 (Department of Management, U of MD; *she did not complete her doctorate*)
- \*2005 Meredith Burnett (Department of Psychology, U of MD)
- 2005 Jonathan Ziegert (Department of Psychology, U of MD)
- 2005 Long Jiang (Department of Management, U of MD)
- \*2004 Tae-Yeol Kim (*I was Co-Chair and then Committee member due to my move to the U of MD*)
- 2004 David Mayer (Department of Psychology, U of MD)
- 2004 Jessica Saltz (Department of Psychology, U of MD)
- \*1996 Bradley L. Kirkman (U of NC-Chapel Hill)
- 1996 Carolina Gomez (U of NC-Chapel Hill)
- \*1995 Kay Lovelace (U of NC-Chapel Hill)
- 1991 Bruce Barry (U of NC-Chapel Hill)

**REVIEWER  
RESPONSIBILITIES**

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

Associate Editor, *Academy of Management Journal* (2004-2007)

Editorial Board member for:

*Academy of Management Journal* (2004-2005; 2007-2010)

*Academy of Management Review* (1996-2002)

*Journal of International Business Studies* (2005-2011; 2016- )

*Journal of Management* (2005- )

*Journal of Organizational Behavior* (03-11; 2015- )

*The International Journal of Conflict Management* (1992-present)

*Management & Organization Review (MOR)*—2016-present

*Negotiation & Conflict Management Research* (2006-present)

Adhoc reviewer for:

*The Administrative Science Quarterly*

*The Academy of Management Journal*,

*The Academy of Management Review*,

*Organizational Behavior and Human Decision Processes*,

*Organization Science*,

*Journal of Applied Psychology*,

*Journal of Personality and Social Psychology*,

*Group Decision and Negotiation*, and

*Group and Organization Management*

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

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

**EXECUTIVE MANAGEMENT TEACHING/TRAINING**

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

***INSTITUTIONALIZED CHANGES LED BY ME AS SMITH SCHOOL'S PHD PROGRAM DIRECTOR DURING 2008-2011 (WITH SUPPORT FROM THE DEAN AND FACULTY)\*:***

- the PhD Program's Oversight Committee changed from three faculty members to a faculty-representative for each PhD Program in the Smith School (this doubled its size and enabled all program-perspectives to be heard and understood during strategic deliberations);
- the timing of comprehensive exams became June school-wide;
- the timing of comprehensive exam-feedback became due within two weeks of the exam-date;
- the PhD Alumnus Award during the annual PhD Student Awards Banquet got reinstated;
- a PhD Program Newsletter (for alumni as well as current doctoral students) got launched;
- annual reports from all PhD students became due March 1<sup>st</sup>, schoolwide; and metrics were added (*except for departments for whom they were deemed unnecessary*) regarding students' conference-presentations, journal-publications, and papers under review;
- written annual report-feedback to each PhD student became due May 1<sup>st</sup>, schoolwide;
- a "Tangible (Externally-observable) Summer Research-Outcome Report" became due September 1<sup>st</sup>, schoolwide;
- letters from the Ph.D. Program Office to 6<sup>th</sup> year students and beyond became a routine communication each May, asking for updates regarding how soon they intended to complete their doctorate-degree and what assistance might be provided to help them achieve this goal; emails to Dissertation Chairs also requested updates for these students;
- a recruitment video for the Smith School's PhD Program got scripted, narrated, and directed (*and all but filmed*) by me, including interviews with various doctoral students and faculty members, aerial shots of the U of Maryland flagship campus and historic hallmarks in Washington, D.C., and orchestral accompaniment during this film's opening aerial views;
- a CAPSS (Career and Professional Seminar Series)—co-founded with professor emeritus Ken Smith—*within* each PhD Program for first- through soon-graduating doctoral students;
- the creation of a digital (PhD Program website-housed) FAQ Book that provides answers to questions for PhD students and faculty-advisors regarding all milestone-related requirements associated with earning the Ph.D.

\*From 2008-2011 the number of PhD students' conference-presentations, "A" journal publications, and # of graduates per year more than doubled; moreover, this trend was true for all PhD programs at Smith. By 2013 (*the earliest matriculation-date of the fall 2008-entering class*), the # of top-50 job placements of Smith PhD graduates markedly increased too—consistent with the five-year plan I presented to the Deans in fall 2008 when my 3-year term began. The support of the faculty and Dean was instrumental in this achievement, for which I am forever grateful.

**PROFESSIONAL MEMBERSHIPS**

Academy of Management, SIOP, APS, International Association of Conflict Management (IACM), International Association for Chinese Management Research (IACMR)