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**Raymond A. Friedman**

Owen Graduate School of Management  
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**ACADEMIC EMPLOYMENT:**

2004-present	Brownlee O. Currey Professor of Management, Vanderbilt University, Organization Management/Human Resource Management
2010-2013	Associate Dean for Faculty and Research, Owen Graduate School of Management, Vanderbilt University
1994-2004	Associate Professor, Owen Graduate School of Management, Vanderbilt University, Organization Management/Human Resource Management (received tenure, 1997)
1988-1994	Assistant Professor, Harvard Graduate School of Business Administration, Organizational Behavior/Human Resource Management
1987-1988	Research Fellow, Harvard Graduate School of Business Administration

**EDUCATION:**

1987	University of Chicago, Ph.D. in Sociology
1983	University of Chicago, M.A. in Sociology
1980	Yale University, B.A. in Economics and Political Science

**PUBLICATIONS:**

**Book**

**Friedman, R.** Front Stage, Backstage: The Dramatic Structure of Labor Negotiations. Cambridge: MIT Press, 1994.

**Articles**

Rees, L., Chi, S., **Friedman, R.**, & Shih, H. "Anger as a trigger for information search in integrative negotiations," Journal of Applied Psychology, in press.  
<https://doi.org/10.1037/apl0000458>

Reese, L., **Friedman**, Olekalns, M., Lachowicz, M. "Limiting fear and anger responses to anger expressions," International Journal for Conflict Management, in press.

<https://doi.org/10.1108/IJCM-01-2019-0016>

**Friedman, R.A.**, Pinkley, R.L., Bottom, W.P., Liu, W., & Gelfand, M. (2020). Implicit theories of negotiation: Developing a measure of agreement fluidity. *Negotiation and Conflict Management Research*, 13(2), 127-150. [doi:10.1111/ncmr.12166](https://doi.org/10.1111/ncmr.12166)

Chi, S., **Friedman, R.**, Chen, S, Tsai, M., & Yuan, M. "Sympathy toward a company facing disaster: Examining the interaction effect between internal attribution and role similarity," Journal of Applied Behavioral Science. In press. <https://doi.org/10.1177/0021886319876699>

Chi, S., **Friedman, R.**, Chu, C., Shih, H. "Chinese acceptance of mistreatment by in-relation offenders can be neutralized by triggering a "group" collectivism perspective," European Journal of Work and Organizational Psychology, 2019, 28 (3), 384-398.

<https://doi.org/10.1080/1359432X.2019.1585809>

**Friedman, R.**, Hong, Y.Y., Simons, T., Chi, S.C., Oh, S.H., Lachowicz, M. "The Impact of Culture on Reactions to Promise Breaches: Differences between East and West in BI Perceptions," Group and Organization Management, 2018, 43 (2): 273-315.

<https://doi.org/10.1177/1059601116678101>

Chen, C.C., **Friedman, R.**, & McAllister, D.J. "Seeing and Studying China: On Leveraging Phenomenon-Based Research in China for Theory Advancement," Organizational Behavior and Human Decisions Processes, 2017, 143; 1-7. <https://doi.org/10.1016/j.obhdp.2017.09.008>

Chen, C., Gaspar, J., **Friedman, R.**, Xin, K., Newburry, W., Parente, R., Nippa, M. "Paradoxical Relationships between Cultural Norms of Particularism and Attitudes toward Relational Favoritism: A Cultural Reflexivity Perspective," Journal of Business Ethics, 2017, 145, 1:63-79.

<https://doi.org/10.1007/s10551-015-2843-6>, <http://ssrn.com/abstract=2668200>

Behfar, K., **Friedman, R.** & Brett, J. "Managing Co-Occurring Conflicts in Teams," Group Decision and Negotiation, 2016, 25:501-536. DOI 10.1007/s10726-015-9450-x

<http://ssrn.com/abstract=2668218>

Behfar, K., **Friedman, R.**, and Oh, D. "The impact of team (dis)satisfaction and psychological safety on performance evaluation biases." Small Group Research, 2016, 47(1), 77-107.

Chi, S., **Friedman, R.** & Lo, H. "Vicarious Shame and Psychological Distancing Following Organizational Misbehavior," Motivation and Emotion, 2015, 39, 5:795-812.

<http://ssrn.com/abstract=2668272>

Chen, Y., **Friedman, R.** & Simons, T. "The Gendered Trickle-Down Effect: How Mid-Level Managers' Satisfaction with Senior Managers' Supervision Affects Line Employee's Turnover Intentions," Career Development International, 2014, 19, 7: 836-856.

Chen, Y., Chi, S.S., & **Friedman, R.** "Do More Hats Bring More Benefits? Exploring the Impact of Dual Organizational Identification on Work-related Attitudes and Performance," Journal of Occupational and Organizational Psychology, 2013, 86, 3:417-434.

**Friedman, R.** and Belkin, L. "The Costs and Benefits of E-Negotiations," in Handbook of Research in Negotiation, Olekalns, M. & Adair, W., (eds.), Northampton, MA: Edward Elgar, 2013, pp.357-386.

Chi, S., **Friedman, R.**, & Shih, H., "Beyond Offers and Counteroffers: The Impact of Interaction Time and Negotiator Job Satisfaction on Subjective Outcomes in Negotiation," Negotiation Journal, 2013, 29 (1), 39-60.

Liu, L.A., **Friedman, R.**, Barry, B., Gelfand, M., Zhang, Z.X. "The Dynamics of Consensus Building in Intracultural and Intercultural Negotiations," Administrative Science Quarterly, June, 2012, 57: 269-304. <https://doi.org/10.1177/0001839212453456>

Liu, W., **Friedman, R.**, and Hong, Y. "Culture and Accountability in Negotiation: Recognizing the Importance of In-group Relations," Organizational Behavior and Human Decision Processes, 2012, 117: 221-234. <http://ssrn.com/abstract=2071237>. Featured in feature in the Chinese Management Insights, under the title "The Unintended Consequences of Over-valuing Guanxi in Negotiations," 2013, 2(1):76-79

Liu, W. & **Friedman, R.** "Managing Conflict in Chinese Societies." In Huang, X. & Bond, M. (Eds.) The Handbook of Chinese Organizational Behavior: Integrating Theory, Research, and Practice, Northampton, MA: Edward Elgar, 2012, p. 272-289.

**Friedman, R.**, Liu, W., Chi, S.C, Hong, Y.Y., and Sung, L.K. "Cross-Cultural Management and Bicultural Identity Integration: When Does Experience Abroad Lead to Appropriate Cultural Switching?" International Journal of Intercultural Relations, 2012, 36: 130-139. <http://ssrn.com/abstract=2071246>

Chen, Y., **Friedman, R.**, Yu, E. & Sun, F. "Examining the Positive and Negative Effects of Guanxi Practices: A Multi-Level Analysis of Guanxi Practices and Procedural Justice Perceptions." Asia Pacific Journal of Management, 2011, 28: 715-735. <http://ssrn.com/abstract=2071329>

**Friedman, R.**, Olekalns, M., and Oh, S. "Cross-Cultural Difference in Reactions to Facework During Service Failures," Negotiation and Conflict Management Research, 2011, 4,4: 352-380. <http://ssrn.com/abstract=2071356>

Marx, D., Ko, S.J, & **Friedman, R.** "The 'Obama Effect': How a Salient Role Model Reduces Race-based Performance Differences," Journal of Experimental Social Psychology, 2009, 45, 953-956. <http://ssrn.com/abstract=2078038>

Brett, J., **Friedman, R.**, Behfar, K. "How to Manage Your Negotiating Team," Harvard Business Review, September 2009 <http://ssrn.com/abstract=2079686>

Chen, Y., **Friedman, R.**, Yu, E., Fang, W., Lu, X. "Developing a Three-Dimensional Model and Scale for Supervisor-Subordinate Guanxi." Management and Organization Review, 2009, 375-399. <http://ssrn.com/abstract=2079746>

Liu, W., Chi, S., **Friedman, R.** & Tsai, M. "Explaining Incivility in the Workplace: The Effects of Personality and Culture." Negotiation and Conflict Management Research, 2009, 2 (2):164–184. <http://ssrn.com/abstract=2078998>

**Friedman, R.** & Liu, W. "Biculturalism in Management: Leveraging the Benefits of Intrapersonal Diversity." Wyer, R.S., Chiu, C.Y., & Hong, Y.Y (Eds.), Understanding Culture: Theory, Research, and Application. 343-360, New York: Psychology Press, 2009.  
<http://ssrn.com/abstract=2079700>

Chi, S., **Friedman, R.** & Yang, M. "Are Supervisors Fair Mediators? The Effects of Personality Traits and Age Differences on Expected Mediation Fairness." Social Behavior and Personality, 2009, 37 (1), 59-72. <http://ssrn.com/abstract=2079007>

Ferguson, M., Moye, N. & **Friedman, R.** "The Lingering Effects of the Recruitment experience on the Long-Term Employment Relationship." Negotiation and Conflict Management Research, 2008 (1,3), 246-262. <http://ssrn.com/abstract=2079755>

**Friedman, R.**, Hunter, L., Chen, Y. "Union-Management Conflict: Historical Trends and New Directions." In C.K.W. De Dreu and M.J. Gelfand (Eds.). The Psychology of Conflict and Conflict Management in Organizations (pp. 353-384). New York: Lawrence Erlbaum, 2008.

Simons, T., **Friedman, R.A.**, Liu, L.A., & McLean Parks, J. (2008). The importance of behavioral integrity in a multicultural workplace. Cornell Hospitality Report, Vol 8, No.17.  
<http://ssrn.com/abstract=2080111>

**Friedman, R.**, Liu, W., Chi, S. & Chen, C. "Causal Attribution for Inter-firm Contract Violation: A Comparative Study of Chinese and American Commercial Arbitrators." Journal of Applied Psychology, 2007 (92, 3), 856-864.  
Draft available at: <http://ssrn.com/abstract=938210> (and <http://ssrn.com/abstract=602071> and <http://ssrn.com/abstract=728441>)

Simons, T., **Friedman, R.**, Liu, L. & McLean-Parks, J. "Racial Differences in Sensitivity to Behavioral Integrity: Attitudinal Consequences, In-Group Effects, and 'Trickle Down' among Black and Non-Black Employees." Journal of Applied Psychology, 2007 (92,3), 650-665.  
Selected for *Academy of Management Perspectives*, Research Brief, Nov 2007. Draft available at: <http://ssrn.com/abstract=938208>

Brett, J., Olekalns, M., **Friedman, R.**, Goates, N., Anderson, C., Lisco, C. "Sticks and Stones: Language, Face and On-Line Dispute Resolution." Academy of Management Journal, 2007 (50,1), 85-99. <http://ssrn.com/abstract=2076777>

**Friedman, R.** "During the Gold Rush: Negotiating in China." Negotiation, 2007 (10, 2), pp 9-11.

**Friedman, R.**, Chi, S., & Liu, L.A. "An Expectancy Model of Chinese-American Differences in Conflict Avoiding," Journal of International Business Studies, 2006 (37), 76-91.  
Available at: <http://ssrn.com/abstract=935150> (and <http://ssrn.com/abstract=304605>)

Liu, L.A, **Friedman, R.** & Chi, S. "'RenQing' versus the 'Big 5': The Need for Culturally Sensitive Measures of Individual Differences in Negotiations," Management and Organization Review, 2005, 1, 2: 225-247.  
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**Friedman, R.** & Craig, K. "Predicting Joining and Participating in Minority Employee Network Groups," Industrial Relations, 2004, 43,4:793-816.

Available at: <http://ssrn.com/abstract=591470>

**Friedman, R.**, Anderson, C., Brett, J., Olekalns, M., Goates, N., & Lisco, C.C., "The Positive and Negative Effects of Anger on Dispute Resolution: Evidence from Electronically-Mediated Disputes," *Journal of Applied Psychology*, 2004, 89 (2), 369-376.

Available at: <http://ssrn.com/abstract=938187>

**Friedman, R.** "Studying Negotiations in Context: An Ethnographic Approach." *International Negotiation*. 2004, 9,375-384. Also in Carnevale, P.J., & De Dreu, C.K.W. (Eds.) (2006). *Methods of negotiation research*. Leiden, The Netherlands: Martinus Nijhoff Publishers.

Available at: <http://ssrn.com/abstract=936444>

Tidd, S. T., McIntyre, H. A., & **Friedman, R. A.** "The Importance of Role Ambiguity and Trust in Conflict Perception: Unpacking the Task Conflict to Relationship Conflict Linkage." *International Journal of Conflict Management*, 2004, 15, 4: 364-380.

Kidder, D.L., Lankau, M.J., Chrobot-Mason, D., Mollica, K.A. & **Friedman, R.A.** "Backlash towards Diversity Initiatives: "Examining the Impact of Diversity Program Justification, Personal and Group Outcomes." *International Journal of Conflict Management*, 2004, 15:61-94.

Available at: <http://ssrn.com/abstract=938127>

**Friedman, R.** & Barry, B. "Should You Be a Negotiator?" Chapter 10.3 in Lewicki, R., Saunders, D., Minton, J., and Barry, J. eds. *Negotiation: Readings, Exercises, and Cases*, 4/e. New York: McGraw Hill, 2003.

**Friedman, R.** & Currall, S., "Conflict Escalation: Dispute Exacerbating Elements of E-mail Communication," *Human Relations*, 2003, 56 (11): 1325-1348.

Available at: <http://ssrn.com/abstract=477588> (and <http://ssrn.com/abstract=459429> and <http://ssrn.com/abstract=304966>)

Tidd, S. & **Friedman, R.** "Conflict Style and Coping with Role Conflict: An Extension of the Uncertainty Model of Work Stress," *International Journal of Conflict Management*, 2002, 13 (3): 236-257.

Available at: <http://ssrn.com/abstract=938185>

**Friedman, R.** & Holtom, B. "The Effects of Network Groups on Minority Employee Turnover Intentions," *Human Resource Management*, 2002, 41(4):405-421.

Available at SSRN: <http://ssrn.com/abstract=936631>

**Friedman, R.**, & Davidson, M. "Managing Diversity and Second-Order Conflict," *International Journal of Conflict Management*, 2001, 12 (2): 132-153.

Barry, B., **Friedman, R.**, & Tidd, S. "Do Nice Guys Finish Last? The Effect of Bargainer Attributes on Negotiation Outcomes." Pages 185-190 in S. Currall, D. Geddes, S.M. Schmidt, and A. Hochner (Eds.). *Negotiation Matters: Readings, Cases, and Exercises*. Dubuque, IA: Kendall/Hunt Publishing, 2001.

**Friedman, R.**, Tidd, S., Currall, S., & Tsai, J. "What Goes Around Comes Around: The Effects of Conflict Style on Work Environment and Stress," *International Journal of Conflict Management*, 2000, 11, 1: 32-55.

Available at: <http://ssrn.com/abstract=937988>

**Friedman, R.** "The Case of the Christian Network Group," Harvard Business Review, July-August, 1999, pp.28-40.

**Friedman, R.** and Davidson, M. "The Black-White Gap in Perceptions of Discrimination: Its Causes and Consequences," pages 203-230 in R. Bies, R. Lewicki, B. Shepard, Eds., Research on Negotiation in Organizations, 1999, JAI Press: Stamford, CT.

**Friedman, R.** "Employee Network Groups: Self-Help Strategy for Diverse Organizations." Performance Improvement Quarterly, 12(1), 1999: 148-63.

Davidson, M. and **Friedman, R.** "When Excuses Don't Work: The Persistent Injustice Effect among Black Managers." Administrative Science Quarterly, 1998, 43: 154-183. Covered as a "research translation" in the Academy of Management Executive, 12(4), 1998:131-133. Available at: <http://ssrn.com/abstract=938154>

Barry, B. and **Friedman, R.** "Bargainer Characteristics in Distributive and Integrative Negotiation," Journal of Personality and Social Psychology, 1998, 74(2):345-359. Available at: <http://ssrn.com/abstract=936433>

**Friedman, R.**, Kane, M. and Cornfield, D. "Social Support and Career Optimism: An Empirical Test of Network Group Effectiveness Among Black Managers" Human Relations, 1998, 51(9): 1155-1177. Available at: <http://ssrn.com/abstract=937946>

**Friedman, R.** and McDaniel, D. "In the Eye of the Beholder: Ethnography in the Study of Work." In R. Callus, G. Strauss, and K. Whitfield (Eds.) Researching the World of Work: Strategies, Methods, and Critical Views. Ithaca: ILR Press, 1998, 113-126.

**Friedman, R.** and Krackhardt, D. "Social Capital and Career Mobility: A Structural Theory of Lower Returns-to-Education for Asians." Journal of Applied Behavioral Science, 1997, 33:316-334.

**Friedman, R.** "Defining the Scope and Logic of Minority and Female Network Groups: Can Separation Enhance Integration?" in Research in Personnel and Human Resources Management, Gerald Ferris, Ed., London: JAI Press, 1996, 307-349.

Robinson, R. and **Friedman, R.** "Mistrust and Misconstrual in Union-Management Relationships: Causal Accounts in Adversarial Contexts," International Journal of Conflict Management, 1995, 6 (3): 312-327.

**Friedman, R.** and Shapiro, D. "Deception and Mutual Gains Bargaining: Are They Mutually Exclusive?," Negotiation Journal, July, 1995: 243-254. (Reprinted in Lewicki, Saunders, and Minton, Eds., Negotiation: Readings, Exercises, and Cases, Irwin, 1997; also reproduced in M. Nelken, Ed., Understanding Negotiation, Anderson Publishing, 2001).

**Friedman, R.** "Missing Ingredients in Mutual Gains Bargaining Theory," Negotiation Journal, July, 1994: 265-280.

**Friedman, R.** "Bringing Mutual Gains Bargaining to Labor Negotiations: The Role of Trust, Understanding, and Control," Human Resource Management, 1993, 32(4):435-459.



**Friedman, R.** and Robinson, R. "Justice for All? Union versus Management Responses to Unjust Acts and Social Accounts," International Journal of Conflict Management, 1993, 4(2): 99-117.

**Friedman R.**, and Podolny, J. "Differentiation of Boundary Spanning Roles: Labor Negotiations and Implications for Role Conflict," Administrative Science Quarterly, 1992, 37(1):28-47. Available at SSRN: <http://ssrn.com/abstract=935148>

**Friedman, R.** "The Culture of Mediation: Private Understanding in the Context of Public Conflict," in Hidden Conflict in Organizations: Uncovering Behind-the-Scenes Disputes, Kolb, D., and Bartunek, J., (Eds.). Beverly Hills: Sage, 1992, 143-164.

**Friedman, R.** "From Theory to Practice: Critical Choices for 'Mutual Gains' Training," Negotiation Journal, 1992, 8(2):(91-98). Reproduced in *Teaching Negotiation: Ideas and Innovations*, M. Wheeler (Ed.), 2000, Cambridge: PON Books, 121-130.

**Friedman, R.** "Negotiating with the Public," Negotiation Journal, Special Edition, *Reflections on the War in the Persian Gulf*, 1992, 8(1):33-35.

**Friedman, R.** and Gal, S. "Managing Around Roles: Building Groups in Labor Negotiations," Journal of Applied Behavioral Science, 1991, 27(3): 356-378.

Ancona, D., **Friedman, R.**, and Kolb, D. "The Group and What Happens on the Way to 'Yes'," Negotiation Journal, 1991, 7(2):155-173.

Hirsch, P., **Friedman, R.**, and Koza, M. "Collaboration or Paradigm Shift?: Caveat Emptor and the Risk of Romance with Economic Models for Strategy and Policy Research," Organization Science, 1990, 1(1):87-97. Reproduced in Talking About Organization Science: Debates and Dialogue From Crossroads, Frost, P.J., Lewin, A.Y., & Daft, R.L. (Eds.), 2000, London: Sage, 3-18. Reproduced in Central Currents in Organizational Theory, v.4, Clegg, S. (Ed.), 2002, London: Sage: 329-349. Reproduced in Michael Porter: Critical Perspectives on Business and Management, Routledge, 2010.

**Friedman, R.** "Interaction Norms as Carriers of Organizational Culture: A Study of Labor Negotiations at International Harvester," Journal of Contemporary Ethnography, 1989, 18(1):3-29.

Hirsch, P., Michaels, S., and **Friedman, R.** "'Dirty Hands' versus 'Clean Models': Is Sociology in Danger of Being Seduced by Economists?," Theory and Society, 1987, 16:317-336. Reproduced in Structures of Capital: The Social Organization of the Economy as "'Dirty Hands' versus 'Clean Models': Why Economics is Different from Sociology," Zuckin, S. and Dimaggio, P., (Eds.) London: Cambridge University Press, 1990, 39-56.

### **Industry Reports**

**Friedman, R.** and Carter, D. African American Network Groups: Their Impact and Effectiveness, Executive Leadership Council, Washington, D.C., 1993.

**Friedman, R.** and Bogar, E. Trends in Corporate Policy Development around Employee Network Groups, Vanderbilt University, Owen Graduate School of Management, 2000.

## **Proceedings**

**Friedman, R.**, Kane, M., and Cornfield, D. "Social Support and Career Optimism: An Empirical Test of Network Group Effectiveness Among Black Managers," Proceedings of the Industrial Relations Research Association, 1997, 275-284. \*\*

**Friedman, R.** "Network Groups: An Emerging Form of Employee Representation," Proceedings of the Industrial Relations Research Association, 1996, 241-250.

**Friedman, R.** "Trust, Understanding, and Control: Factors Affecting Support for Mutual Gains Bargaining," Proceedings of the Industrial Relations Research Association, 1994, 23-32. \*\*

**Friedman, R.** "Missing Ingredients in Mutual Gains Bargaining Theory," Mutual Gains Negotiations; Symposium Proceedings, December 1994, The School of Industrial and Labor Relations, Cornell University, Ithaca, N.Y. , 1994, p. 37-49.

**Friedman, R.** and Robinson, R. "The Effects of Group and Power on Responses to Social Accounts," Academy of Management Best Papers Proceedings 1993, 69-73. \*\*

**Friedman, R.** "Mutual-Gains Bargaining: The Evolution of Intervention Strategies," Proceedings of the Industrial Relations Research Association, 1992, 169-178.

**Friedman, R.** "Mutual-Gains Bargaining for Higher Education?," in Collective Bargaining in Higher Education: The 1990s, Douglas, J., (Ed.). Proceedings, Eighteenth Annual Conference, Center for Collective Bargaining in Higher Education, New York. 1990, 13-26.

Hirsch, P. and **Friedman, R.** "Collaboration or Paradigm Shift?: Economic vs. Behavioral Thinking About Policy," in Academy of Management Best Papers Proceedings 1986, Pearce, J. A. and Robinson, R. B., (Eds.). 46th Annual Meeting, Chicago, Illinois, 1986, 31-35. \*\*

\*\* Peer reviewed.

## **Non-HBS Case Publications**

**Friedman, R.** "Musical Operating Rooms: Mini-cases of Health Care Disputes," International Journal of Conflict Management, 2003, 13, 4: 416-423.

**Friedman, R.** "New Perspectives on Teaching about Conflict: Simulations, Cases, and Exercises" Introduction to a special issue of International Journal of Conflict Management, 2003, 13, 4: 318-319.

**Friedman, R.** and Deinard, C. "Black Caucus Groups at Xerox Corporation," in Managerial Excellence Through Diversity: Text and Cases, M. Gentile (Ed.), Chicago: Irwin, 1996, pp. 300-313. Also in Managing for the Future: Organizational Behavior and Processes, D. Ancona, T. Kochan, J. Van Maanen, M. Scully, and D. E. Westney (Eds.), Southwestern College Publishing, 1995.

**Friedman, R.** and Deinard, C. "The Balanced Workforce at Xerox Corporation," in Managerial Excellence Through Diversity: Text and Cases, M. Gentile (Ed.), Chicago: Irwin, 1996, pp. 281-299.



## **Harvard Business School Cases and Notes**

"Black Caucus Groups at Xerox Corporation (A) and (B)," with Caitlin Deinard, No. 491-047, 491-048, Case Services, 1991. (Case, video, and teaching note).

"Prepare/21 at Beth Israel Hospital (A) and (B)," with Caitlin Deinard, No. 491-045, 491-046, Case Services 1991. (Case and teaching note).

"Contract Negotiations at Local 26 (A) and (B)," with Caitlin Deinard, No. 490-062, 491-063, Case Services 1990. (Case and teaching note).

"The Balanced Workforce at Xerox Corporation," No. 491-049, Case Services 1991. (Case and teaching note).

"First Chicago Corporation: Corporate Strategy," with Nancy Kamprath, No. 491-056, Case Services, 1990. (Case and teaching note).

"First Chicago Corporation: Global Corporate Bank (A) and (B)", No. 491-058, 491-059, Case Services, 1990. (Case and teaching note).

"First Chicago Corporation: Superregional Bank," with Caitlin Deinard, No. 491-057, Case Services, 1990.

"Compensation at API (A) and (B)," No. 490-051, 490-052, Case Services 1990. (Case and teaching note).

"The Clerical and Technical Workers', Organizing Campaign at Harvard University (A)," with Charles Heckscher and David Palmer, No. 490-027, Case Services 1990.

## **Book Reviews**

**Friedman, R.** Book review of "Trade Unionism: Purposes and Forms," by Ross M. Martin. American Journal of Sociology, 1991, 96(4):1031-1032.

**Friedman, R.** Book review of "Management and Managed: Fifty Years of Crisis at Chrysler," by Steve Jefferys, American Journal of Sociology, 1988, 93(4):1018-1021.

## **AWARDS AND FELLOWSHIPS:**

2018	President, International Association for Chinese Management Research
2015	Visiting Scholar, Nanjing University
2014	Visiting Scholar, Nanjing University
2013	Elected VP and Program Chair, International Association for Chinese Management. Program Chair for 2016 conference. Become President of Association for 2018 conference.
2013	Visiting Scholar Grant, National Science Council of ROC.

2012	Visiting Scholar Grant, National Science Council of ROC.
2011	Visiting Scholar Grant, National Science Council of ROC.
2010	Visiting Scholar Grant, National Science Council of ROC.
2009	Best Empirical Paper, International Association for Conflict Management, for “Culture, Accountability, and Group Membership: A Dynamic Constructivist Approach to Cross-Cultural Negotiation” (with Wu Liu and Ying-yi Hong).
2009	Visiting Scholar Grant, National Science Council of ROC.
2007	Most Productive Scholar Award, Owen Graduate School of Management, Vanderbilt University.
2007	Visiting Scholar Grant, National Science Council of ROC.
2006	Best Micro Paper, International Association for Chinese Management Research, Nanjing, for “Causal Attribution for Inter-firm Contract Violation: A Comparative Study of Chinese and American Commercial Arbitrators” (with Wu Liu, Chao Chen, and Steve Chi).
2004	Paper entitled “The Effects of Employee Network Groups and Social Identity on Careers” was part of the symposium that won the Best Symposium, Careers Division, Academy of Management, New Orleans (“Pursuing Protean and Boundaryless Careers: Identity, Networks and Career Transitions”).
2004	Best Micro Paper, International Association for Chinese Management Research, Beijing, for “Personality and Cultural Context of Negotiation: Are Western Personality Dimensions Relevant in Chinese Culture?” (with Leigh Anne Liu and Shu-cheng Chi).
2003	Elected President of the International Association for Conflict Management.
2002	Best Theoretical Paper, International Association for Conflict Management Annual Conference, Park City Utah for “E-Mail Escalation: Dispute Exacerbating Elements of Electronic Communication” (with Steve Currall).
2001	Dean’s Award for Teaching Excellence, Owen Graduate School of Management, Vanderbilt University
2001	Visiting Research Fellowship, National Research Council, Taiwan, for being a visiting scholar at Taiwan National University, May-July.
2000	Outstanding Poster Award. International Association for Conflict Management. For “Under What Conditions is White Backlash Prevalent? A Study of Mentoring Programs in Organizations” (with Kelly Mollica, Deborah Kidder, Donna Chrobot-Mason, Melanie Lankau, and David Thomas).

- 1999 Most Influential Article Award. Conflict Management Division, Academy of Management. For "Differentiation of Boundary Spanning Roles: Labor Negotiations and Implications for Role Conflict" (with Joel Podolny).
- 1999 Elected to the governing board of the International Association for Conflict Management
- 1998 Dean's Award for Teaching Excellence, Owen Graduate School of Management
- 1998 Elected to the Advisory Council for the Organizations, Occupations, and Work section of the American Sociological Association.
- 1997 Grant awarded (\$17,000) by the Center for Human Resource Management, University of Illinois, for project with Kelli Craig: "The Effects and Organization of Employee Network Groups for Women and Minorities."
- 1996 Elected Program Chair, Conflict Management Division, Academy of Management (for the 1998 conference).
- 1994 International Association of Conflict Management - Best Article Award for "Differentiation of Boundary Spanning Roles: Labor Negotiations and Implications for Role Conflict" (with Joel Podolny).
- 1993 Academy of Management - Conflict Management Division - Best Paper Award for "The Effects of Group and Power on Responses to Social Accounts" (with Robert Robinson).
- 1990 University of Chicago - Rosenberger Dissertation Prize for constructive and original research in Sociology.
- 1986-1987 University of Chicago - William Rainey Harper Dissertation Fellowship for Social Sciences
- 1981-1984 University of Chicago - University Fellowship for Ph.D. studies
- 1982 National Resource Fellowship - for summer study of Indonesian language at the Indonesian Summer Study Institute, Ohio University
- 1980 Rockefeller Foundation - received grant for a photographic study of social change in Malaysia (exhibited in 1982 at Ohio University and Northern Illinois University)
- 1980 Yale University, graduated *cum laude* with Distinction in the major of Economics and Political Science
- 1979 Hazen Foundation - received grant for production of a T.V. documentary entitled "Ethnicity at Yale" (aired in March 1981 on Connecticut P.B.S.)

## **CONFERENCE AND SEMINAR PRESENTATIONS:**

"'Dirty Hands' Versus 'Clean Models': Is Sociology In Danger of Being Seduced by Economics?" with Paul Hirsch and Stuart Michaels, American Sociological Association, New York, August, 1986.

"Collaboration or Paradigm Shift?: Economic versus Behavioral Thinking About Policy." With Paul Hirsch. Academy of Management, Chicago, August, 1986.

"Public/Private and Routine/Crisis: Changing Dimensions Within Cultural Theories of Organizations." Academy of Management, New Orleans, August, 1987.

"Interaction Norms as Carriers of Organizational Culture: A Study of Labor Negotiations at International Harvester." American Sociological Association, Chicago, August, 1987.

"Drama and Rationality: The Role of Trust in Labor Negotiations." MIT Industrial and Labor Relations Seminar, November, 1988.

"Video and the Case Method: Added Dimensions to the Written Word." Academy of Management, San Francisco, 1990.

"How Can We Evaluate the Results of Joint Training?" Program on Negotiation Faculty Seminar, Cambridge, March, 1990.

"Mutual Gains Bargaining for Higher Education?" The Center for Collective Bargaining in Higher Education, New York, April, 1990.

"Analysis of Mutual Gains Bargaining Cases." Harmon Program Conference on Mutual Gains Bargaining, December, 1990.

"Changing Labor Negotiations: Maintaining Competence in the Context of Ambiguity." MIT Industrial and Labor Relations Seminar, November, 1990.

"Changing Labor Negotiations: Ambiguity and Barriers to Mutual-Gains Bargaining." International Association for Conflict Management, Amsterdam, June, 1991.

"Adopting Mutual Gains Bargaining: Trust, Understanding, and Control." Academy of Management, Miami, August, 1991.

"Mutual Gains Bargaining: The Evolution of Intervention Strategies." Industrial Relations Research Association, New Orleans, January, 1992.

"Justice for All? The Effects of Group and Power on Responses to Social Accounts." With Rob Robinson. Cornell University, School of Industrial and Labor Relations, October, 1992. Academy of Management, Atlanta, August 1993. MIT Industrial and Labor Relations Seminar, September 1993.

"Adapting Mutual Gains Bargaining to the Context of Labor Negotiations." The 1993 Spring Labor-Management Summit, Committee for the Advancement of Labor and Management Relations, Notre Dame University, April, 1993.

"Missing Ingredients in Mutual Gains Bargaining Theory." Negotiations and Grievance Handling in the New Industrial Relations Order, The Program on Negotiation at Harvard Law School, May, 1993.

"Who is the Enemy? Mistrust, Misconstrual, and Mistakes in Union-Management Relationships." With Rob Robinson. International Association for Conflict Management, June, 1993.

"The Effects of Group and Power on Responses to Social Accounts." Academy of Management, Atlanta, August, 1993. MIT Industrial Relations Seminar, September, 1993.

"Trust, Understanding and Control: Factors Affecting Support for Mutual Gains Bargaining." Industrial Relations Research Association, Boston, January, 1994.

"'We' versus 'Me': Group Elements in Organizational Justice and Conflict Resolution." With Martin Davidson. International Association for Conflict Management, Eugene, Oregon, June, 1994.

"Network Groups: An Emerging Form of Employee Representation." International Association for Conflict Management, Eugene, Oregon, June, 1994.

"Deception and Mutual Gains Bargaining: Are They Mutually Exclusive?" With Deborah Shapiro. International Association of Conflict Management, Eugene Oregon, June, 1994.

"Changing How We Negotiate: The Role of Trust and Power." Mutual Gains Negotiation Conference, Cornell University, December, 1994.

"Reforming the Traditional Negotiation Process: Why is Change So Difficult?" Council of Industrial Relations Executives, Conference Board of Canada, Kananaskis, June 1995.

"Individual versus Group Frames for Reward Allocation Decisions: An Interpretive Approach to Discrimination." With Martin Davidson. International Association for Conflict Management, Copenhagen, June, 1995.

"Accounting for Justice: Comparing Black and White Managers' Responses to Social Accounts." With Martin Davidson. Academy of Management, Vancouver, August 1995.

"Network Groups: An Emerging Form of Employee Representation." IRRA, San Francisco, 1996.

"Revisiting the Role of Personality in Negotiation: Distributive Processes and Outcomes." With Bruce Barry. Organization Studies Roundtable, Owen Graduate School of Management, Nashville, February, 1996.

"Revisiting the Role of Personality in Negotiation: Distributive Processes and Outcomes." With Bruce Barry. Social Psychology Brown Bag, Vanderbilt University, Nashville, March, 1996.

"Employee Network Groups: Theory and Research," FMC Corporation, Minority Council Networking Symposium Connections '96, Phoenix, March 1996.

"On the Periphery: A Structural Analysis of Asians on High-Tech Work Teams." With Dave Krackhardt. Organization Studies Roundtable, Owen Graduate School of Management. March, 1996.

“When Excuses Don’t Work: The Persistent Injustice Effect among Black Managers.” With Martin Davidson. International Association for Conflict Management, Ithaca, June, 1996.

“Revisiting the Role of Personality in Negotiation: Distributive Processes and Outcomes.” With Bruce Barry. International Association for Conflict Management, Ithaca, June, 1996.

“Managing Diversity and Second-Order Conflict,” Academy of Management, Cincinnati, August, 1996.

Panelist for “Calibrating the Scales of Justice: Integrating Procedural Justice and Diversity Theory,” Academy of Management, Cincinnati, August, 1996.

“Employee Network Groups: Theory and Research.” Industrial Relations Roundtable. The Wharton School, University of Pennsylvania, Philadelphia, November, 1996.

“When Excuses Don’t Work: The Persistent Injustice Effect among Black Managers.” With Martin Davidson. Management Department Seminar. The Wharton School, University of Pennsylvania, Philadelphia, November, 1996

“Social Support and Career Optimism: An Empirical Test of Network Group Effectiveness Among Black Managers.” With Melinda Kane and Dan Cornfield. IRRA, New Orleans, January, 1997.

When Excuses Don’t Work: The Persistent Injustice Effect among Black Managers.” With Martin Davidson. Management Department Seminar. The Olin School of Management, Washington University at St. Louis. March, 1997.

“Employee Network Groups: Theory and Research.” Equal Employment Advisory Council, Washington D.C.. March, 1997.

“Employee Network Groups for Women and Minorities: Generators of Isolation or Career Progress?” Spring IRRA Meeting, New York. April, 1997.

Introduction and Overview for symposium: “Conflict, Cooperation, and Change among Health Care Providers: Exploring Health Care as a Domain for Research.” International Association for Conflict Management. Bonn. June, 1997.

“Individual Differences in Distributive and Integrative Negotiation: The Role of Personality and Cognitive Ability.” With Bruce Barry. Academy of Management. Boston. August, 1997.

“African-American Network Groups: Organizational Variations and Their Causes.” Academy of Management. Boston. August, 1997.

“When Excuses Don’t Work: The Persistent Injustice Effect Among Black Managers.” With Martin Davidson. Academy of Management. Boston. August, 1997.

“The Black-White Gap In Perceptions of Discrimination: Its Causes and Consequences.” With Martin Davidson. Research on Negotiation in Organizations. Duke University. April, 1998.

“Vanderbilt’s ICIC Program.” National Business School Network, Initiative for a Competitive Inner City. Boston. April, 1998.

“Bargainer Characteristics in Distributive and Integrative Negotiation” (with Bruce Barry). The University-Wide Interdisciplinary Research Seminar in Negotiation and Dispute Resolution, Harvard University, May, 1998.

“Stewing in your Own Juices: The Effects of Conflict Style on Work Environment and Stress” (with Simon Tidd, Steve Currall, and James Tsai). International Association for Conflict Management. Maryland. June, 1998.

Intrapersonal Consequences of Task and Relationship Conflict: The Moderating Role of Cognitive Trust, (with Simon Tidd). International Association for Conflict Management. San Sebastian, Spain. June, 1999.

“The Applicability of Walton-McKersie Model to Racial Disputes.” Academy of Management, Chicago, August, 1999.

“Cross-Race Differences in Network Group Formation.” (with Kelli Craig) Academy of Management, Chicago, August, 1999.

“Predicting Activism in Minority Employee Network Groups: Weighing Predictions from Union Participation Models.” (with Kelli Craig) Cornell University, January, 2000.

“Religious Network Groups,” Equal Employment Advisory Council, Washington, D.C., March, 2000.

“Making Employee Network Groups Work,” Center for Human Resource Management Roundtable on Leadership Development, Chicago, April, 2000.

Invited Participant, “Diversity and Race in Organizations.” Darden Graduate School of Business, University of Virginia, May, 2000.

“Ethnic Identification and Network Group Affiliation: Does the Former Make the Latter?” (With Kelli Craig). American Psychological Association, Washington D.C., August, 2000.

“Under What Conditions is White Backlash Prevalent? A Study of Mentoring Programs in Organizations” (with Kelly Mollica, Deborah Kidder, Donna Chrobot-Mason, Melanie Lankau, and David Thomas).” International Association for Conflict Management, St. Louis, June, 2000.  
“Two Strategies for Examining Process in Negotiation.” Part of a panel on “process in negotiation,” Academy of Management, Toronto, August, 2000.

“Predicting Activism in Employee Network Groups: Frustration, Calculation, or Solidarity?” (with Kelli Craig). Academy of Management, Toronto, August, 2000.

“Predicting Joining and Activism in Employee Network Groups: Dissatisfaction, Affiliation, and Rationality ” (with Kelli Craig). Industrial Relations Research Association, New Orleans, January, 2001.

“Employee Network Groups: Strengthening Organizational Ties.” Keynote speech at Conflict Management and Diversity Conference, Texas A&M University, April, 2001.



“E-Mail Escalation: Dispute Exacerbating Elements of Electronic Communication” (with Steve Currall). Texas A&M, Center for Conflict Management, April, 2001.

“Predicting Joining and Activism in Minority Employee Network Groups: Frustration, Calculation, or Solidarity?” (with Kelli Craig). Academy of Management, Washington D.C., August 2001.

“Conflict Style and Coping with Role Conflict: An Extension of the Uncertainty Model of Work Stress” (with Simon Tidd). Academy of Management, Washington D.C., August 2001

“The Effects of Network Groups on Minority Employee Retention” (with Brooks Holtom). Tuck School of Business at Dartmouth, January, 2002.

“Explaining the Chinese Preference for Conflict Avoiding: An Exploration of Five Alternative Models,” (with Shu-cheng Chi). International Association for Conflict Management, Park City, Utah, June, 2002.

“Personality and Cultural Context of Negotiation: Are Western Personality Dimensions Relevant in Chinese Culture?” (with Leigh Anne Liu and Shu-cheng Chi). International Association for Conflict Management, Park City, Utah, June, 2002.

“E-Mail Escalation: Dispute Exacerbating Elements of Electronic Communication” (with Steve Currall). International Association for Conflict Management, Park City, Utah, June, 2002.

“Emotions and Rationality in Mediation: Evidence from Electronically-Mediated Disputes,” (with Cameron Anderson, Jeanne Brett, Mara Olekalns, Nathan Goates, & Cara Cherry Lisco). International Association for Conflict Management, Park City, Utah, June, 2002.

“The Effects of Network Groups on Minority Employee Retention,” (with B.Holtom). Academy of Management, Denver, August 2002.

“Teaching Old Dogs New Tricks: Network Methodologies in the Study of Conflict,” panel discussion of network methods. Academy of Management, Denver, August 2002.

“Conflict Avoiding in Chinese Culture: An Exploration of Five Alternative Models (with Shu-cheng Ch and Leigh Anne Liu).” Hong Kong University of Science and Technology, November 2002.

“E-Mail Escalation: Dispute Exacerbating Elements of Electronic Communication” (with Steve Currall). City University of Hong Kong, November 2002.

“Does E-Mail Escalate Conflict?” Knowledge and Organizational Performance Forum, IBM Institute for Business Value, April 2003.

“Predicting Joining and Activism in Minority Employee Network Groups: Frustration, Calculation, or Solidarity?” (with Kellina Craig). Rutgers University, School of Management and Labor Relations, May 2003.

“Explaining the Chinese Preference for Conflict Avoiding: An Exploration of Five Alternative Models,” (with Steve Chi and Leigh Anne Liu). Academy of Management, Seattle, August 2003.

“The Positive and Negative Effects of Anger on Dispute Resolution: Evidence from Electronically-Mediated Disputes.” (with C. Anderson, J. Brett, M. Olekalns, N. Goates, and C.C. Lisco). Academy of Management, Seattle, August 2003.

“Behavior Integrity as a Driver of Cross-Race Differences in Employee Attitudes” (with Tony Simons and Leigh Anne Liu). Academy of Management, Seattle, August 2003.

“Explaining the Chinese Preference for Conflict Avoiding: An Exploration of Five Alternative Models,” (with Shu-cheng Chi). Peking University, Beijing, June, 2004.

“Tortoise or Hare? A Study of the Speed to Resolution in On-Line Disputes.” (with Jeanne Brett, Mara Olekalns, Nathan Goates, Cameron Anderson, and Cara Cherry Lisco). IACM, Pittsburgh, June 2004.

“Chinese and American Arbitrators: Examining the Effects of Attributions on Award Decisions” (with Chao Chen, Shu-Chen Chi, and Wu Liu). IACM, Pittsburgh, June 2004.

“Individual Goals And Conflict Skills As Drivers Of Aggression: The Moderating Effects Of Culture” (with Shu-Chen Chi, Ming Hong, and Wu Liu). IACM, Pittsburgh, June 2004.

“The Use of Exploding Offers and Long-term Outcomes” (with Merideth Ferguson and Neta Moye). IACM, Pittsburgh, June 2004.

“Personality and Cultural Context of Negotiation: Are Western Personality Dimensions Relevant in Chinese Culture?” (with Leigh Anne Liu and Shu-cheng Chi), International Association for Chinese Management Research, Beijing, June 2004.

“The Effects of Employee Network Groups and Social Identity on Careers,” Academy of Management, New Orleans, August 2004.

“The Negotiating Mind: Prospecting for Shared Mental Models in Negotiation.” (with Leigh Anne Liu and Bruce Barry), Academy of Management, New Orleans, August 2004.

“Chinese and American Arbitrators: Examining the Effects of Attributions and Culture on Award Decisions” (with Wu Liu, Chao Chen, and Shu-Cheng Chi), Guanghua School of Management, Beijing University, Beijing, China, March 2005.

“Predicting Joining and Activism in Minority Employee Network Groups” (with Kelli Craig), Anderson School of Management, UCLA, May 2005.

“Achievement Orientation and Self-Efficacy as Antecedents of Aggression: Exploring the Moderating Effects of Collectivism” (with Shu-cheng Chi, Ming-hong Tsai, and Wu Liu), International Association for Conflict Management, Seville, Spain, June 2005.

“Chinese and American Arbitrators: Examining the Effects of Attributions and Culture on Award Decisions” (with Wu Liu, Chao Chen, and Shu-Cheng Chi), International Association for Conflict Management, Seville, Spain, June 2005.

“The Matter of Constituents Behavior when Negotiating through Agents: An Empirical Investigation” (with Nathan Goates), International Association for Conflict Management, Seville, Spain, June 2005.

“The Lingering Effects of Negotiation in Recruitment on the Long-Term Employment Relationship” (with Merideth Ferguson and Neta Moye), Academy of Management, Honolulu, August 2005.

“Assessing Shared Mental Models in Negotiation: Evidence from Same and Cross-Cultural Negotiators” (with Leigh Anne Liu and Bruce Barry), Academy of Management, Honolulu, August 2005.

“An Expectancy Model of Chinese-American Differences in Conflict Avoiding” (with Chi Shu-Cheng and Leigh Anne Liu), Asian Studies Development Program, National Conference, Nashville, March 2006.

“Western Exposure: The Effects of Foreign Experience on Taiwanese Managers’ Cognition” (with Wu Liu, Shu-Cheng Chi, and Ying-yi Hong), Peking University, March 2006.

“The Antecedents of Taiwanese Subordinates’ Perceptions of Superiors as Mediators” (with Shu-cheng Steve Chi and Mei-Yu Yang). International Association for Conflict Management, Montreal, June 2006.

“Causal Attribution for Inter-firm Contract Violation: A Comparative Study of Chinese and American Commercial Arbitrators” (with Wu Liu, Chao Chen, and Shu-Cheng Chi), International Association for Chinese Management Research, Nanjing, China. June 2006.

“Western Exposure: The Effects of Foreign Experience on Taiwanese Managers’ Cognition” (with Wu Liu, Shu-Cheng Chi, and Ying-yi Hong), Academy of Management, Atlanta, August 2006.

“Under Representation: Concession-Making in Negotiation When Not Negotiating for Oneself” (with Nathan Goates), Academy of Management, Atlanta, August 2006.

“Research in Chinese Culture: Reshaping Western Constructs,” part of a panel called “Doing High Impact Research on China,” Academy of Management, Atlanta, August 2006.

“Causal Attribution for Inter-firm Contract Violation: A Comparative Study of Chinese and American Commercial Arbitrators” (with Wu Liu, Chao Chen, and Shu-Cheng Chi), Hong Kong Conference on Culture Influences on Behavior, Hong Kong University of Science and Technology, Hong Kong, December 2006.

“Causal Attribution for Inter-firm Contract Violation: A Comparative Study of Chinese and American Commercial Arbitrators” (with Wu Liu, Chao Chen, and Shu-Cheng Chi), Zhijiang University, China, March, 2007.

“Causal Attribution for Inter-firm Contract Violation: A Comparative Study of Chinese and American Commercial Arbitrators” (with Wu Liu, Chao Chen, and Shu-Cheng Chi), Xi’an Jiaotong University, China, March, 2007.

“Racial Differences in Sensitivity to Behavioral Integrity: Attitudinal Consequences, In-Group Effects, and ‘Trickle Down’ among Black and Non-Black Employees” (with T. Simons, L. Liu, & J. McLean-Parks), Sun Yat Sen University, Kaoshung, Taiwan, June 2007.

“Racial Differences in Sensitivity to Behavioral Integrity: Attitudinal Consequences, In-Group Effects, and ‘Trickle Down’ among Black and Non-Black Employees” (with T. Simons, L. Liu, & J. McLean-Parks), National Taiwan University, Taipei, Taiwan, June 2007.

“Choosing Your Words Carefully: Cultural Differences in the Effects of Positive and Negative ‘Face’ Attacks” (with Mara Olekalns and Se Hyung Oh). International Association for Conflict Management, Budapest, Hungary, July 2007.

“Making Employee Network Groups Work.” Middle Tennessee Diversity Forum, Nashville, November, 2007.

“Examining the Positive and Negative Effects of Guanxi: A Multi-Level Analysis of Guanxi and Procedural Justice” (with Ying Chen and Fubin Sun). Presented at Fudan University, Shanghai. March 2008.

“Examining the Positive and Negative Effects of Guanxi: A Multi-Level Analysis of Guanxi and Procedural Justice” (with Ying Chen and Fubin Sun). Presented at Peking University, Beijing. March 2008.

Speaker on Chinese Culture. Part of AON Corporation’s China Cultural Webinar, April 22, 2008.

“Subordinate Perceptions of Supervisor Fairness during Mediation” (with Steve Chi and Mei-Yu Yang). International Association for Chinese Management Research, Guangzhou, China, June, 2008.

“Examining the Positive and Negative Effects of Guanxi: A Multi-level Analysis of Guanxi and Procedural Justice” (with Ying Chen, Enhai Yu, and Fubin Sun). International Association for Chinese Management Research, Guangzhou, China, June, 2008.

“Western Exposure: The Effects of Foreign Experience on Managers’ Cognition” (with Wu Liu, Steve Chi, and Ying-yi Hong). International Association for Chinese Management Research, Guangzhou, China, June, 2008.

“Developing a Three-Dimensional Model and Scale for Supervisor-Subordinate Guanxi” (with Ying Chen, Enhai Yu, Weihua Fang, Xiping Lu). Social Exchange Theory Workshop, International Association for Chinese Management Research, Guangzhou, China, June, 2008.

“The Team Negotiation Challenge: Defining and Managing the Internal Challenges of Negotiating Teams” (with Kristin Behfar and Jeanne Brett). IACM, Chicago, July 2008.

“Toward an Emic Understanding of Supervisor-Subordinate Exchange: A Guanxi Model” (with Ying Chen, Enhai Yu, Weihua Fang, Xiping Lu). Academy of Management, Anaheim, August 2008.

“Western Logic and Asian Context: Testing the Cultural Boundedness of Behavioral Integrity” (with Ying-yi Hong and Tony Simons). Academy of Management, Anaheim, August 2008.

“Theory and Biography: Explaining an Evolving Research Agenda,” part of a session entitled *Hidden Conflict in Organizations Revisited: How Scholars’ Questions Evolve*. Academy of Management, Anaheim, August 2008.

“The Obama Effect: How a Salient Role Model Reduces Race-based Performance Differences,” (with David Marx and Sei Jin Ko). Vanderbilt University, January 30, 2009.

“The Obama Effect: How a Salient Role Model Reduces Race-based Performance Differences,” (with David Marx and Sei Jin Ko). Belmont University, February 18, 2009.

“Culture’s Impact on Behavioral Integrity: When is a Promise not a Promise?” (with Tony Simons and Ying-yi Hong). Peking University, March 2009.

“The Team Negotiation Challenge: Defining and Managing the Internal Challenges of Negotiating Teams” (with Kristin Behfar and Jeanne Brett). Peking University, March 2009.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), Hong Kong Polytechnic University, June 2009.

“Doing Conflict Management Research,” National Yunlin University, Taiwan, June 2009.

“Doing Conflict Management Research,” National Taiwan University, Taiwan, June 2009.

“Culture, Accountability, and Group Membership: A Dynamic Constructivist Approach to Cross-Cultural Negotiation” (with Wu Liu and Ying-yi Hong). IACM, June 2009.

“Conflict Resolution Strategies of Chinese Private Entrepreneurs” (with Guofeng Wang, Tai-Hyun Kim, and Runtian Jing). IACM, June 2009.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), IACM, June 2009.

Panelist on panel “On the Generalizability of Negotiation Research to Organization Studies”, IACM, June, 2009.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), AOM, August 2009.

“Conflict Escalation: Dispute Exacerbating Elements of E-mail Communication,” Nashville Conflict Resolution Center, September 2009.

“The Obama Effect: How a Salient Role Model Reduces Race-based Performance Differences,” (with David Marx and Sei Jin Ko). Hume-Fogg High School, Visiting Scholar Presentation, September, 2009.

“The Downside of Organizational Identification: Collective Shame and Turnover during Organizational Misbehavior.” (with S. Chi and H. Lo) University of Electronic Science and Technology of China, March 1, 2010.

“The Obama Effect: How a Salient Role Model Reduces Race-based Performance Differences,” (with David Marx and Sei Jin Ko). University of Electronic Science and Technology of China, Chengdu, China, March 5, 2010.

"Predicting Store Profit and Customer Satisfaction: The Moderating Role of Customer BATNA and Salesperson's Job Attitude," (with Steve Chi). IACM, Boston, June 2010.

"The Downside of Organizational Identification: Collective Shame and Turnover during Organizational Misbehavior." (with S. Chi and H. Lo), IACM, Boston, June, 2010.

"Do Collectivists Conform More than Individualists? Cross-cultural Difference in Compliance and Internalization." (with David Oh). Academy of Management, Montreal, August 2010.

Oh, D., Friedman, R., & Olekalns, M. "Choosing Your Words Carefully: Cultural Differences in the Effects of Positive and Negative 'Face' Attacks." (with David Oh and Mara Olekalns), Academy of Management, Montreal, August 2010.

"Will Dual Organizational Identification Brings Benefits to Work-related Attitudes and Performance?" (with Steve Chi and Yen-Chun Chen). Academy of Management, Montreal, August 2010.

"Culture's Impact on Behavioral Integrity: When is a Promise Not a Promise?" (with Tony Simons and Ying-yi Hong), University of Illinois, Labor and Employee Relations, September 2010.

"Managing Negotiating Teams: How Challenges Can Act as Catalysts and Suppressors of Effective Team Process" (with Kristin Behfar and Jeanne Brett). Columbia University. January, 2011.

"Does it Help Teams to Differentiate LMX Relations? Opposite Answers from East and West" (with Ying Chen and Ray Sparrowe). Peking University, March 2011.

"Culture's Impact on Behavioral Integrity: When is a Promise Not a Promise?" (with Tony Simons and Ying-yi Hong), International Conference: Research Frontiers of Cultural and Psychological Processes, Higher School of Economics National Research University, Moscow, June 23, 2011.

"From ego-to other-centric: The impact of team (dis)satisfaction and psychological safety on self-serving bias" (with Kristin Behfar and David Oh), IACM, Istanbul, July 2011.

"Proactivity after a Rare Event: Examining the Role of Empathy and Attributions" (with Steve Chi), IACM, Istanbul, July 2011.

"Universalism-Particularism in the United States," Academy of Management, San Antonio, August 2011.

"Does It Help Teams to Differentiate LMX Relations? Opposite Answers from East and West" (with Ying Chen and Ray Sparrowe), Academy of Management, San Antonio, August 2011.

"Beyond Offers and Counteroffers: The Impact of Job Satisfaction on Negotiator Effectiveness" (with Shu-cheng Steve Chi and Huei-Lin Shih), Academy of Management, San Antonio, August 2011.

"Looking at LMX from both the Etic and Emic Perspective: A Multi-level, Multi-Country Analysis on the Relationship Between Supervisor-Subordinate Relationships and Work

Attitudes” (with Ying Chen), International Association for Chinese Management Research, Hong Kong, June 2012.

“Does Content of Concessions Matter in Negotiation? Match between Concession Strategy and Regulatory Focus (with Se Hyung [David] Oh), International Association for Conflict Management, Cape Town, July, 2012.

“Taking the Next Step: A Cross-National Comparison of Universalism- Particularism” (with Chao Chen, Joseph Gaspar, Katherine Xin, Ronaldo Parente, and Michael Nippa), Academy of Management, Boston, August 2012.

“Voice Behavior after a Tragic Event: How the Target of Empathy Makes a Difference” (with Shu-cheng Steve Chi, Shu-chen Chen, and Tim Vogus), Academy of Management, Boston, August 2012.

“Vicarious Shame/Guilt during Organizational Misbehavior: The Role of Organizational Identification” (with Shu-cheng Steve Chi, and Hsin-Hsin Lo), Academy of Management, Boston, August 2012.

“The Costs and Benefits of E-mail Negotiation” (with Liuba Belkin). Conference for Authors of Handbook of Negotiation, Evanston, September, 2012.

“Vicarious Shame/Guilt during Organizational Misbehavior: The Role of Organizational Identification” (with Shu-cheng Steve Chi, and Hsin-Hsin Lo), IACM, Tacoma, Washington, July 2013.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), IACM, Tacoma, Washington, July, 2013.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), Ming-chuan University, Taipei, Taiwan, July, 2013.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), National Taiwan University, Taipei, Taiwan, July, 2013.

"Managing Co-occurring Team Challenges: How Simultaneous Process Challenges Influence Team Process." (with Kristin Behfar and Jeanne Brett), Academy of Management, Orlando, August, 2013.

Panelist for "Negotiating Your First Job Offer." Academy of Management, Orlando, August, 2013.

“Causal Attribution for Inter-firm Contract Violation: A Comparative Study of Chinese and American Commercial Arbitrators” (with Wu Liu, Chao Chen, and Shu-Cheng Chi), Nanjing University, Nanjing, China. June 2014.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), Nanjing University, Nanjing, China. June 2014.



“An Expectancy Model of Chinese-American Differences in Conflict Avoiding” (with Chi Shu-Cheng and Leigh Anne Liu), Nanjing University, Nanjing, China. June 2014.

"Conducting Conflict Management Research," Nanjing University, Nanjing, China. June 2014.

Panelist for "Negotiating Your First Job Offer." Academy of Management, Philadelphia, August, 2014.

“Culture’s Impact on Behavioral Integrity: When is a Promise Not a Promise?” (with Tony Simons and Ying-yi Hong), Academy of Management, Philadelphia, August, 2014.

"Studying Negotiation in Context: Why Field Data is Rare, but Important," Academy of Management, Philadelphia, August, 2014.

“Vicarious Shame and Psychological Distancing Following Organizational Misbehavior” (with Steve Chi and H. Lo), OBHDP Workshop on Phenomenon-based Research in China, Nanjing University, June 2015.

"How Is Team Behavioral Integrity Formed? The Relationship between Individual And Team Behavioral Integrity," (with Yuanyuan Gong), Academy of Management, Vancouver, August, 2015.

“The Over-Individualization of Culture in Management Research” (with Wu Liu), Research Seminar, University of Texas – Dallas, February, 2016.

"Fixed versus Dynamic Implicit Theories of Negotiation - Testing a New Measure" (with William Bottom, Michele J. Gelfand, U., Wu Liu & Robin L. Pinkley). Academy of Management, Anaheim, August, 2016.

"The Angry Guy: Self-Regulation in the Face of Workplace Anger" (with Mara Olekalns, Mark Lachowicz, and Laura Rees), Academy of Management, Anaheim, August, 2016.

"Retaliate More towards Outgroup Members? A Cross-Cultural and Within-Cultural Investigation" (with Steve Chi, Chih-Chieh, and Huei-Lin Shih), Academy of Management, Anaheim, August, 2016.

"Dealing with the Angry Guy: Self-Regulation in the Face of Workplace Anger" (with Mara Olekalns, Mark Lachowicz, and Laura Rees), IACM, Berlin, July 2017.

"Implicit Theories of Negotiation: Testing a New Measure of Agreement Dynamism." (with Robin Pinkley, Bill Bottom, Michele Gelfand, and Wu Liu). IACM, Berlin, July 2017.

"Implicit Theories of Negotiation: Testing a New Measure of Agreement Dynamism" (with Robin Pinkley, Bill Bottom, Wu Liu, and Michele Gelfand). Culture and Negotiation Conference, Kellogg School of Management, April, 2018.

"Anger and Information Search in Integrative Negotiations" (with Laura Rees, Steve Chi, and Huei-Lin Shih). AOM, Chicago, August, 2018.

"Anger as a Trigger for Information Search Integrative Negotiations" (with Laura Rees, Shu-Cheng Chi, and Huei-lin Shih). Seminar at Johns Hopkins University, Carey School of Business, February, 2019.

"From Shared Climate to Personal Climate: An Alternative View" (with Mara Olekalns), IACM, Dublin, July 2019.

"Researching Real Events In Real Time: When Social Context Matters," Keynote talk for Paper Development Workshop, Special Issue on COVID-19 Outbreak and Business, Frontiers of Business Research in China, Online Conference, May, 2020.

## **PROFESSIONAL ACTIVITIES AND ASSOCIATIONS:**

Senior Editor, Management and Organization Review (2013- )  
Vice President and Program Chair, IACMR (2013-2016)  
President-Elect, IACMR (2016-2018)  
President, IACMR (2018-2021)  
Editorial Board, OBHDP (2010- )  
Editorial Board, Management and Organization Review (2010-2013)  
Editorial Board, Negotiation and Conflict Management Research (2006- )  
Editorial Board, Journal of International Business Studies (2007- 2008)  
President, International Association for Conflict Management (2005-2006)  
Acting Editor, International Journal of Conflict Management (January – June, 2003)  
Associate Editor, International Journal of Conflict Management (2000-2002)  
Editor, Culture, Conflict and Negotiation journal of SSRN (an on-line abstracting journal, 2002- )  
Member, International Association for Chinese Management Research (2001- )  
Board Member, International Association for Conflict Management (1999- 2001)  
Program Chair, Conflict Management Division, Academy of Management (1998)  
Division Chair, Conflict management Division, Academy of Management (2000)  
Program Chair, International Association for Conflict Management (1996)  
Faculty Associate, Program on Negotiations in the Workplace, Harvard Law School (1992-1996)  
Editorial Board, International Journal of Conflict Management (1994-2003)  
Instructor, Management Program for Physicians and Senior Health Care Providers (1995-2000)  
Instructor, GM-UAW Paid Education Leave Program (1989-1991)  
Instructor, Harvard Trade Union Program (1991)  
Instructor, Program on Negotiation, Human Resources Executive Program (1991-1992)  
Nomination Committee, ASA Section on Organizations, Occupations, and Work (1996/7)  
Advisory Council, ASA Section on Organizations, Occupations, and Work (1998-2001)  
Member, American Sociological Association (1986-1998)  
Member, Academy of Management.  
Member, Industrial Relations Research Association.  
Member, International Association for Conflict Management.  
Ad Hoc Reviewer, Administrative Science Quarterly, Academy of Management Review, Academy of Management Journal, Journal of Applied Psychology, Work and Occupations, Journal of Management Inquiry, Organization Science, Labor Studies Journal, Organizational Behavior and Human Decision Processes, National Science Foundation, Labor Studies Journal, Harvard International Journal of Press/Politics, Thunderbird International Business Review, Journal of Applied Social Psychology, Journal of Cross-Cultural Psychology, Journal of International Business Studies, Negotiation Journal, Business Ethics Quarterly, Human Relations, Management and Organization Review, Journal of Organizational Behavior, Small Group Research,

Journal of Managerial Studies, Group Decision and Negotiation, Academy of Management Discoveries.

### **CONSULTING EXPERIENCE:**

General Foods, Ameritech Publishing, Hughes, GAO, HP, Conference Board of Canada, FMC Corporation, Southwestern Professional Services, Equal Employment Advisory Council, Vanderbilt University Medical School, Rockwell Automation, Hancor Corporation, AEI Corporation, Powertel, First Union Bank, Inforum, U.S. West., Society of Gynecological Oncology, Comdata Corporation, IBM, TAP Pharmaceuticals, Gaylord Opryland Hotel, BMS, J.C. Bradford, Med Stat, AFG Corporation, Weizmann Foundation, McGraw-Hill, U.S. Army, Tractor Supply Company, Shell Oil, Project Return, Project Return.

### **TEACHING**

MBA	Leading Change Doing Business in China China Business Trip Negotiation Leading Teams and Organizations Labor Relations and Workforce Governance Organization Management and Human Resources Organizational Behavior Human Resource Management Initiative for a Competitive Inner City
Executive MBA	Organizational Behavior Negotiation
Ph.D.	Administrative Theory Cross-Cultural Psychology: Basic Theories and Applications to Negotiation and Dispute Resolution

### **DISSERTATION COMMITTEES:**

- Li-Kuo Sung [chair](Ph.D., 2015,Owen School of Management, Vanderbilt University)
- Paul Bresson (Ph.D., 2015, George Washington University)
- Huei-lin Shih (Ph.D. 2014, National Taiwan University)
- Justin Kraemer (Ph.D. 2014, Rutgers University)
- David Oh [chair] (Ph.D. 2012, Owen School of Management, Vanderbilt Univ.)
- Ying Chen [chair] (Ph.D. 2010, Owen School of Management, Vanderbilt Univ.)
- Wu Liu [chair] (Ph.D., 2008, Owen School of Management, Vanderbilt Univ.)
- Nathan Goates [chair] (Ph.D., 2008, Owen School of Management, Vanderbilt Univ.)
- Merideth Ferguson (Ph.D., 2007, Owen School of Management, Vanderbilt U.)
- Leigh Anne Liu [chair] (Ph.D., 2004, Owen School of Management, Vanderbilt Univ.)
- Simon Tidd [chair] (Ph.D., 2001, Owen School of Management, Vanderbilt Univ.)

### **SERVICE**

*Owen Graduate School of Management*  
Associate Dean for Faculty and Research (2010-2013)

Chair, Park Tenure Committee (2018)  
 Chair, Organization Studies Search Committee (2017)  
 Chair, Vogus Full Professor Promotion Committee (2016)  
 Area Coordinator, Organization Studies (1995-2010, 2013- )  
 Owen Non-Degree Programs Committee (2014-2016)  
 Owen Executive Committee (2007-2008)  
 Owen Curriculum Committee (2007-2010)  
 Vetting Board, Leadership in Action (2007)  
 Chair, Vanderbilt China Business Forum (2006-2010)  
 Faculty Research Committee (2005, 2006, 2007, 2008, 2017, 2018)  
 China EMBA Exploration Committee, Chair (2002, 2004)  
 Faculty EMBA Committee (2002-2004)  
 Core Curriculum Review Committee (2001)  
 E-EMBA Coordinating Committee (2000)  
 Curriculum Review Committee (1994-95)  
 Core Course Planning Committee (1996)  
 Chair, Search Committee, Frances Hampton Currey Professor of Org. Studies (1995-96)  
 Faculty Advisor and Course Organizer, Initiative for a Competitive Inner City (1994-02)  
 Faculty Advisor and Course Organizer, EEOC Practicum (1996- )  
 Taught, EMBA Spouses (1994- )  
 Taught, Introduction to the Case Method for MBA Students (1995-97)  
 Member, Committee on Instruction (1997-99)  
 Advisor, HROMA student club (2000-2002)

#### *Vanderbilt University*

Search Committee for Vice Provost, Equity, Diversity & Inclusion (2016-2017)  
 Vanderbilt Faculty Senate (2014-2017)  
 Member of VU Academic Planning Group for Trans-Institutional Programs (2013)  
 Vanderbilt Benefits Committee (2008-2010)  
 Vanderbilt Asia Strategy Group (2006-2007)  
 Seminar Director, Interdisciplinary Seminar in Social Psychology (2000-2001, 2004-2005)  
 Core Faculty, Interdisciplinary Seminar in Social Psychology (1997-2010)  
 Faculty, Vanderbilt East Asian Studies Program (2004- )  
 Presenter at Media Fellowship, April, 2001  
 Instructor, Leadership Development Forum, February, 2001  
 Owen Representative, Community Giving Campaign (2000-2001)  
 Advisory Board, Vanderbilt University Center for Teaching (1998-2001)  
 Committee Member, Provost's Initiative on Cultural Diversity in the Curriculum (1995-97)  
 Minority Business Development Advisory Committee (1996-1999)  
 Community Affairs Board (1996-97)  
 Coordinating Committee, Interdisciplinary Graduate Program in Social Psychology (1996-2000)  
 Graduate Student Conduct Council (1997-1998)

#### *Community*

Gun Free Dining Tennessee, founder and President (2010-2015)  
 Chinese Arts Alliance of Nashville, board member (2003- )  
 Tennessee Chinese Chamber of Commerce, advisory board (2007- )