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EDUCATION

- 1992 Ph.D. Organizational Behavior and Human Resources, SUNY at Buffalo
Dissertation Title: A Cross-Cultural Study of Allocation Preferences: Effects of Goal Priority, Resources Types, and Individualism-Collectivism
- 1991 M.A. Linguistics, SUNY at Buffalo
- 1982 Certificate, English Literature Teaching, Nanjing University and Ministry of Edu, China
- 1978 British Council Scholar, English Language and Literature, Warwick University, Britain
- 1977 British Council Scholar, Industrial History and Economics, University of Manchester, Britain
- 1976 Diploma, English Language and Literature, Central South University, China

ACADEMIC AND ADMINISTRATIVE POSITIONS

- 2021- Distinguished Professor
- 2022- Vice Chair, Department of Management and Global Business, Rutgers Business School
- 2019-2020 Vice Chair, Department of Management and Global Business, Rutgers Business School
- 2017-2018 Interim Chair, Department of Management and Global Business, Rutgers Business School
- 2015-2017 Past president, IACMR (International Association of Chinese Management Research)
- 2008-2014 VP and 2010 Conference Program Chair, President-elect, President of IACMR
- 2003-2020 Professor, Rutgers Business School
- 2002-2004 Department chair, Management and Global Business, Rutgers Business School
- 1998-2002 Associate Professor, Rutgers Business School
- 2000-2002 Visiting Associate Professor of Management and International Business, Stern School of Business, New York University
- 1992-1997 Assistant Professor, Rutgers Business School

AWARDS AND RECOGNITIONS

1. 2020: Best paper award, Academy of Management Organizational Behavior Division
2. 2019: Dean's Research Professor, Rutgers Business School
3. 2018: Best paper award of Chinese theory of management, *Management and Organization Review*

4. 2016: Dean's Meritorious Research Excellence Award, Rutgers Business School.
5. 2016: The Emerald Citations of Excellence Award, *Management and Organization Review*
6. 2014: Best Reviewer Award, *Management and Organizational Review*
7. 2006: Best Conference Micro Paper Award. International Association of Chinese Management Research Conference.
8. 2004: Finalist for the Carolyn Dexter Award, Academy of Management, New Orleans

PUBLICATIONS

Refereed Articles:

1. Unal, A.F. & Chen, C.C. Accepted. Preferences for inequality and ethical trade-offs: A U.S.-Turkey comparison. *Journal of Cross-Cultural Psychology*.
2. Chen, M., Chen, C.C., & Schminke, M., 2022. Feeling guilty and entitled: Paradoxical consequences of unethical pro-organizational behavior. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-022-05109-x>.
3. Zhao, X.P., Wu, C., Chen, C.C. & Zhou, Z.C., 2022. The impact of corporate CSR on employees: A meta-analysis of the mediating and moderating paths. *Journal of Management*, 48 (1) 114-146.
4. Chen, M. & Chen, C.C. 2021. The moral dark side of performance pressure: How and when it affects unethical pro-organizational behavior. *The International Journal of Human Resources Management*. <https://doi.org/10.1080/09585192.2021.1991434>
5. Williams, M., Belkin, L. & Chen, C.C. 2020. Cognitive flexibility matters: The role of multilevel positive affect and cognitive flexibility in shaping victims' cooperative and uncooperative behavioral responses to trust violations. *Group & Organization Management*, 45 (2): 181-218.
6. Cooke, F.L., Liu, M., Liu, L.A., & Chen, C.C., 2019. Human resources management and industrial relations in multinational corporations in and from China: Challenges and new insights. *Human Resources Management*, 58: 455-472.
7. Jiang, Y., & Chen, C. C. 2018. Integrating Knowledge Activities for Team Innovation: Effects of Transformational Leadership. *Journal of Management*, 44(5): 1819-1847.
8. Chen, C. C. 2018. Yin-yang dialectics and communitarianism in cross-cultural management research. *Cross Cultural & Strategic Management*, 25(3): 492-500.
9. McCarthy, M., Chen, C. C., & McNamee, R. C. 2018. Novelty and Usefulness Trade-Off: Cultural Cognitive Differences and Creative Idea Evaluation. *Journal of Cross-Cultural Psychology*, 49(2): 171-198.

10. Opoku-Dakwa, A., Chen, C.C., & Rupp, D.E. 2018. CSR initiative characteristics and employee engagement: An impact-based perspective. *Journal of Organizational Behavior*, 39(5): 580-593.
11. Ünal, A. F., Chen, C. C., & Xin, K. R. 2017. Justice Climates and Management Team Effectiveness: The Central Role of Group Harmony. *Management and Organization Review*, 13(4): 821-849.
12. Chen, C. C., Gaspar, J. P., Friedman, R., Newburry, W., Nippa, M. C., Xin, K., & Parente, R. 2017. Paradoxical Relationships Between Cultural Norms of Particularism and Attitudes Toward Relational Favoritism: A Cultural Reflectivity Perspective. *Journal of Business Ethics* (145): 63-79.
13. Chen, C. C., Friedman, R., & McAllister, D. J. 2017. Seeing and studying China: Leveraging phenomenon-based research in China for theory advancement. *Organizational Behavior and Human Decision Processes*, 143: 1-7.
(Accepted as an independent article instead of a special issue editorial introduction).
14. Gaspar, J., & Chen, C. C. 2016. The Unconscious Conscience: Implicit Processes and Deception in Negotiation. *Negotiation Journal*, 32(3): 213-229.
15. Chen, M., Chen, C. C., & Sheldon, O. J. 2016. Relaxing moral reasoning to win: How organizational identification relates to unethical pro-organizational behavior. *Journal of Applied Psychology*, 101(8): 1082-1096.
16. Chen, C. C., Ünal, A. F., Leung, K., & Xin, K. R. 2016. Group harmony in the workplace: Conception, measurement, and validation. *Asia Pacific Journal of Management*, 33(4): 903-934.
17. Tang, N., Jiang, Y., Chen, C., Zhou, Z., Chen, C. C., & Yu, Z. 2015. Inclusion and inclusion management in the Chinese context: an exploratory study. *The International Journal of Human Resource Management*, 26(6): 856-874.
18. Glac, K., Warren, D. E., & Chen, C. C. 2014. Conflict in Roles: Lying to the In-Group Versus the Out-Group in Negotiations. *Business & Society*, 53(3): 440-460.
19. Chen, C. C., Zhang, A. Y., & Wang, H. 2014. Enhancing the Effects of Power Sharing on Psychological Empowerment: The Roles of Management Control and Power Distance Orientation. *Management and Organization Review*, 10(1): 135-156.
20. Zhu, H., Chen, C. C., Li, X., & Zhou, Y. 2013. From Personal Relationship to Psychological Ownership: The Importance of Manager–Owner Relationship Closeness in Family Businesses. *Management and Organization Review*, 9(2): 295-318.

21. Zhang, Y., & Chen, C. C. 2013. Developmental leadership and organizational citizenship behavior: Mediating effects of self-determination, supervisor identification, and organizational identification. *The Leadership Quarterly*, 24(4): 534-543.
22. Jiang, X., Chen, C. C., & Shi, K. 2013. Favor in exchange for trust? The role of subordinates' attribution of supervisory favors. *Asia Pacific Journal of Management*, 30(2): 513-536.
23. Chen, C. C., Rao, A., & Ren, I. Y. 2013. Glass ceiling for the foreign born: Perspectives from Asian-born American R&D scientists. *Asian American Journal of Psychology*, 4(4): 249-257.
24. Chen, C. C., Chen, X. P., & Huang, S. 2013. Chinese guanxi: An integrative review and new directions for future research. *Management and Organization Review*, 9(1): 167-207.
25. Chen, C. C., Belkin, L. Y., McNamee, R., & Kurtzberg, T. R. 2013. Charisma attribution during organizational change: the importance of followers' emotions and concern for well-being. *Journal of Applied Social Psychology*, 43(6): 1136-1158.
26. Ünal, A. F., Warren, D. E., & Chen, C. C. 2012. The normative foundations of unethical supervision in organizations. *Journal of Business Ethics*, 107(1): 5-19.
27. Li, P. P., Leung, K., Chen, C. C., & Luo, J. D. 2012. Indigenous research on Chinese management: What and how. *Management and Organization Review*, 8(1): 7-24.
28. Damanpour, F., Devece, C., Chen, C. C., & Pothukuchi, V. 2012. Organizational culture and partner interaction in the management of international joint ventures in India. *Asia Pacific Journal of Management*, 29(2): 453-478.
29. Chen, C. C., Saporito, P., & Belkin, L. 2011. Responding to trust breaches: The domain specificity of trust and the role of affect. *Journal of Trust Research*, 1(1): 85-106.
30. Chen, C. C., Kraemer, J., & Gathii, J. 2011. Understanding locals' compensation fairness vis-à-vis foreign expatriates: the role of perceived equity. *The International Journal of Human Resource Management*, 22(17): 3582-3600.
31. Chen, Y. R., Leung, K., & Chen, C. C. 2009. Bringing National Culture to the Table: Making a Difference with Cross-cultural Differences and Perspectives. *The Academy of Management Annals*, 3(1): 217-249.
32. Chen, C. C., & Chen, X.-P. 2009. Negative externalities of close guanxi within organizations. *Asia Pacific Journal of Management*, 26(1): 37-53.
33. Friedman, R., Liu, W., Chen, C. C., & Chi, S.-C. S. 2007. Causal attribution for interfirm contract violation: a comparative study of Chinese and American commercial arbitrators. *Journal of Applied Psychology*, 92(3): 856-864.

34. Choi, J., & Chen, C. C. 2007. The relationships of distributive justice and compensation system fairness to employee attitudes in international joint ventures. *Journal of Organizational Behavior*, 28(6): 687-703.
35. Choi, J., & Chen, C. C. 2006. Gender differences in perceived work demands, family demands, and life stress among married Chinese employees. *Management and Organization Review*, 2(2): 209-229.
36. Saporito, P. A., Chen, C. C., & Sapienza, H. J. 2004. The role of relational trust in bank-small firm relationships. *Academy of Management Journal*, 47(3): 400-410.
37. He, W., Chen, C. C., & Zhang, L. 2004. Rewards-allocation preferences of Chinese employees in the new millennium: The effects of ownership reform, collectivism, and goal priority. *Organization Science*, 15(2): 221-231.
38. Chen, X.-P., & Chen, C. C. 2004. On the intricacies of the Chinese guanxi: A process model of guanxi development. *Asia Pacific Journal of Management*, 21(3): 305-324.
39. Chen, C. C., Chen, Y.-R., & Xin, K. 2004. Guanxi practices and trust in management: A procedural justice perspective. *Organization Science*, 15(2): 200-209.
40. Pothukuchi, V., Damanpour, F., Choi, J., Chen, C. C., & Park, S. H. 2002. National and organizational culture differences and international joint venture performance. *Journal of international business studies*: 243-265.
41. Chen, C. C., Peng, M. W., & Saporito, P. A. 2002. Individualism, collectivism, and opportunism: A cultural perspective on transaction cost economics. *Journal of Management*, 28(4): 567-583.
42. Chen, C. C., Choi, J., & Chi, S.-C. 2002. Making justice sense of local-expatriate compensation disparity: Mitigation by local referents, ideological explanations, and interpersonal sensitivity in China-foreign joint ventures. *Academy of Management Journal*, 45(4): 807-817.
43. Yang, N., Chen, C. C., Choi, J., & Zou, Y. 2000. Sources of work-family conflict: A Sino-US comparison of the effects of work and family demands. *Academy of Management journal*, 43(1): 113-123.
44. Chen, C. C., & Hooijberg, R. 2000. Ambiguity Intolerance and Support for Valuing-Diversity Interventions. *Journal of Applied Social Psychology*, 30(11): 2392-2408.
45. Earley, P. C., Gibson, C. B., & Chen, C. C. 1999. "How did I do?" versus "How did we do?" Cultural contrasts of performance feedback use and self-efficacy. *Journal of Cross-Cultural Psychology*, 30(5): 594-619.

46. Chen, C. C., Ford, C. M., & Farris, G. F. 1999. Do rewards benefit the organization? The effects of reward types and the perceptions of diverse R&D professionals. *IEEE Transactions on Engineering Management*, 46(1): 47-55.
47. Chen, C. C., Di Tomaso, N., & Farris, G. F. 1999. Attitudes toward organizational change: Effects of self-interest, competitive values, and ethnicity. *IEEE Transactions on Engineering Management*, 46(4): 399-406.
48. Chen, C. C., Meindl, J. R., & Hui, H. 1998. Deciding on equity or parity: A test of situational, cultural, and individual factors. *Journal of Organizational Behavior*, 19(2): 115-129.
49. Chen, C. C., Greene, P. G., & Crick, A. 1998. Does entrepreneurial self-efficacy distinguish entrepreneurs from managers? *Journal of business venturing*, 13(4): 295-316.
50. Chen, C. C., Chen, X.-P., & Meindl, J. R. 1998. How can cooperation be fostered? The cultural effects of individualism-collectivism. *Academy of Management Review*, 23(2): 285-304.
51. Chen, C. C., Yu, K., & Miner, J. B. 1997. Motivation to Manage: A Study of Women in Chinese State-Owned Enterprises. *The Journal of Applied Behavioral Science*, 33(2): 160-173.
52. Chen, C. C., Meindl, J. R., & Hunt, R. G. 1997. Testing the effects of vertical and horizontal collectivism a study of reward allocation preferences in China. *Journal of Cross-Cultural Psychology*, 28(1): 44-70.
53. Chen, C. C., & Eastman, W. 1997. Toward a Civic Culture for Multicultural Organizations. *The Journal of Applied Behavioral Science*, 33(4): 454-470.
54. Bailey, J. R., Chen, C. C., & Dou, S.-G. 1997. Conceptions of self and performance-related feedback in the US, Japan and China. *Journal of International Business Studies*: 605-625.
55. Chen, C. C., & Van Velsor, E. 1996. New directions for research and practice in diversity leadership. *The Leadership Quarterly*, 7(2): 285-302.
56. Chen, C. C. 1995. New trends in rewards allocation preferences: A Sino-US comparison. *Academy of Management journal*, 38(2): 408-428. (Selected as outstanding research relevant to management practice, translated by C. Cheng, in *Academy of Management Executive*, 10 (1): 84-85, 1996.)
57. Miner, J. B., Chen, C. C., & Yu, K. 1991. Theory testing under adverse conditions: Motivation to manage in the People's Republic of China. *Journal of Applied Psychology*, 76(3): 343-349.

58. Chen, C. C., & Meindl, J. R. 1991. The construction of leadership images in the popular press: The case of Donald Burr and People Express. *Administrative Science Quarterly*: 521-551.

Books:

1. Chen, C.C. & Lee, Y.T., 2008. *Leadership and management in China: Philosophies, theories, and practices*. New York: Cambridge University Press.
2. Chen, C.C., Bao, H.F., & Fan, J.X., 1985. (Chinese Translation). *An overview and comparison of contemporary Western literary theory* by Jefferson, A., & Robey, D. Hunan, China: Hunan Publishing House of Arts and Literature.
3. Bao, H. F., Chen, C. C., & Yang, X. X. 1985. (Chinese translation). *Freudian psychology and Western literature*. Hunan, China: Hunan Publishing House of Arts and Literature.

Book Chapters:

1. Chen, X.-P., & Chen, C. C. 2012. Chinese guanxi: the good, the bad and the controversial. In X. Huang, & M. H. Bond (Eds.), *Handbook of Chinese organizational behavior: Integrating theory, research and practice*: 415-435. Cheltenham, UK: Edward Elgar.
2. Kraemer, J., & Chen, C. C. 2012. Cultural Differences in Resource Exchange at the Workplace: A Sino-US Comparison. In K. Törnblom, & A. Kazemi (Eds.), *Handbook of Social Resource Theory: Theoretical Extensions, Empirical Insights, and Social Applications*: 283-300 New York: Springer.
3. Chen, C. C., & Farh, J. L. 2010. Developments in understanding Chinese leadership: Paternalism and its elaborations, moderations, and alternatives. In M. H. Bond (Ed.), *Oxford handbook of Chinese psychology*: 599-622. New York: Oxford University Press.
4. Chen, C. C. 2009. Agency beliefs about Chinese leaders and followers: A comparison of various Chinese leadership philosophies. In G. B. Graen, & J. A. Graen (Eds.), *Predator's Game-changing Designs: Research-based Tools*: 193-208. Charlotte, NC: Information Age Publishing.
5. Chen, C. C., Zhang, Z. X., & Whetten, D. 2008. Theory construction in management research. In X. P. Chen, A. Tsui, & J. L. Farh (Eds.), *Empirical Methods in Organization and Management Research*: 60-81. Beijing: Peking University Press.
6. Chen, C. C., & Lee, Y. T. 2008. The diversity and dynamism of Chinese philosophies on leadership. In C. C. Chen, & Y. T. Lee (Eds.), *Leadership and management in China: Philosophies, theories, and practices*: 1-27. New York: Cambridge University Press.
7. Peng, Y. Q., Chen, C. C., & Yang, X. H. 2008. Bridging Confucianism and Legalism: Xunzi' Philosophy of Sage-Kingship. In C. C. Chen, & Y. T. Lee (Eds.), *Leadership and*

Management in China: Philosophies, Theories, and Practices: 51-79. New York: Cambridge University Press.

8. Sun, H. F., Chen, C. C., & Zhang, S. H. 2008. Strategic Leadership of Sunzi in The Art of War. In C. C. Chen, & Y. T. Lee (Eds.), *Leadership and Management in China: Philosophies, Theories, and Practices*: 143-168. New York: Cambridge University Press.
9. Zhang, Z. X., Chen, C. C., Liu, L. A., & Liu, X. F. 2008. Chinese Traditions and Western Theories: Influences on Business Leaders in China. In C. C. Chen, & Y. T. Lee (Eds.), *Leadership and Management in China: Philosophies, Theories, and Practices*: 239-271: Cambridge University Press.
10. Chen, C. C., Belkin, L. Y., & Kurtzberg, T. R. 2006. A Follower-Centric Contingency Model of Charisma Attribution: The Importance of Follower Emotion. In B. Shamir, R. Pillai, M. Bligh, & M. Uhl-Bien (Eds.), *Follower-Centered Perspectives on Leadership: A Tribute to the Memory of James R. Meindl*: 115-134. Cambridge, MA: Information Age Publishing.
11. Chen, C. C., & DiTomaso, N. 1996. Performance appraisal and demographic diversity: Issues regarding appraisal, appraisers, and appraising. In E. E. Kossek, & S. Lobel (Eds.), *Human Resources Strategies for Managing Diversity*: 137-163. Cambridge, MA: Blackwell.

Manuscripts Under Review:

1. Chen, C.C., Chen, M., Sheldon, O. J., & Reynolds, S. J. (Revise and Resubmit) For the sake of ingroup: Double-edged effects of collectivism on unethical behavior in the workplace. *Business Ethics Quarterly*.

Working Papers

2. Liu, Z.P., Chen, C. C., Zhang, Z. & Chen, M. The slippery slope: How instrumental climates normalize unethical pro-organizational behavior in newcomers. Target journal: *Administrative Sciences Quarterly*.
3. Chen, M., Chen, C. C., & Van Dyne, L. Dare to speak up: How moral identity relates to ethical voice in the workplace. Target journal: *Academy of Management Journal*.
4. Chen, M., Chen, C.C., & Liu, Z.P. The Double-edged effects of perceived team performance pressure on workplace unethical behaviors. Target journal: *Journal of Applied Psychology*.
5. Chen, C.C. The Yin-yang dialectics of individualism *and* collectivism: Towards a theoretical model of communitarianism and ethical decision making. Target journal: *Academy of Management Review*.
6. Xie, M.Y., Wang, D. & Chen, C.C. Moral self-reflection and leaders' ethical performance.

Target journal: *Journal of Business Ethics*.

7. Xie, M.Y. & Chen, C.C. Toward a theory of self-reflection and moral character cultivation: A Confucian perspective. Target journal: *Human Relations*.
8. McCarthy, M., Chen, C.C., Han, J., & Long, J. Valuation of creative ideas: A Sino-U.S. comparison on novelty and usefulness. Target journal: *Journal of Cross-Cultural Psychology*

Research in Progress:

1. Chen, C.C., Chen, M. Sheldon, O. Double-edged effects of prosociality: A theory of bounded morality. Writing stage. Target journal: *Academy of Management Review*.
2. Chen, C.C., Zhang, W. & Gaspar, J. Cross-cultural research on business ethics: A qualitative review. Writing stage. Target journal: *Journal of Management*.
3. Zhang, W. Chen, C.C. & Liu, Z.P. Antecedents and consequences of the business amorality belief. Writing stage. Target journal: *Journal of Applied Psychology*.
4. Chen, M., Chen, C.C., & He, L. Proud of being creative? How authentic pride and hubristic pride affect creative employees' helping behavior and cheating behavior. Data analysis stage. Target journal: *Journal of Applied Psychology*.
5. Wang, X., Chen, C.C., & Chen, M. Organizational commitment and unethical pro-organizational behavior. Data collection stage. Target journal: *Journal of Applied Psychology*.
6. Xu, S. & Chen, C.C. Holistic agency and strategic leadership: Content analysis of *the Arts of War*. Data analysis stage. Target journal: *Leadership Quarterly*.

Conference Proceedings:

1. Chen, C. C., Belkin, L., McNamee, R., & Kurtzberg, T. R. 2007. ***In the Eyes of the Follower: Construction of charisma in Response to Organizational Change***. Paper presented at the Academy of Management, Best Paper Proceedings of Academy of Management, 1-6.
2. Choi, J., & Chen, C. C. 2004. ***Event and Entity Justice Perceptions: Distributive Justice and Compensation System Fairness in International Joint Ventures***. Paper presented at the Academy of Management, Best Paper Proceedings of Academy of Management, OB, F1-F6.
3. Saporito, P., Chen, C. C., & Sapienza, H. 2002. ***The central role of calculus-based trust and relational trust in bank-small firm relationships***. Paper presented at the Academy of Management, Best Paper Proceedings of Academy of Management, BPS: K1-K6.

4. Chen, C., C., & Hooijberg, R. 1996. *Ambiguity intolerance and valuing diversity in the workplace*. Proceedings of the Eastern Academy of Management, 244-247.
5. Chen, C. C. 1990. *Entrepreneurial efficacy expectation, reward expectation and entrepreneurial decision*. Proceedings of the Eastern Academy of Management, 165-168.
6. Chen, C. C., O'Del, J. N., & Snodgrass, C. 1990. *Effects of values and beliefs on entrepreneurial entry and performance*. Proceedings of the Eastern Academy of Management, 92.

MISCELLANEOUS PUBLICATIONS

Book Reviews

1. Chen, C.C. 2018. Leadership of Chinese private enterprises (translated into Chinese). *Management insights*, 12: 94-97.
2. Chen, C. C. 2000. Reworking authority: Leading and following in the post-modern organization. *Journal of Occupational and Organizational Psychology*: 384-386.
3. Chen, C. C. 2000. Transforming Leadership. *Leadership Quarterly*, 11(3): 425-426.

PROFESSIONAL PRESENTATIONS

Keynote Speeches:

1. Chen, C.C. 2019. Self-identity regulations of professionals in organizations. International Conference and Workshop on Professions, Professionalism and Professionalization. Nanjing, China.
2. Chen, C.C. 2019. Self-reflection, moral character and responsible leadership. The 4th China-Europe International Business School OB/HR Symposia, Shanghai, China
3. Chen, C.C. 2016. Ethical Challenges of Pro-Social Motives and Actions in Organizations. The Inaugural Conference of the China Labor Economics Association and the Labor Sciences Association, Renmin University and Chinese Academy of Social Sciences, Beijing, China
4. Chen, C.C. 2014. Presidential speech: Profession and Professionalization in China. IACMR Biennial Conference, Beijing China
5. Chen, C.C. 2008. The joint effect of power sharing and managerial control. IACMR Conference, Guangzhou, China

Invited Presentations:

1. Chen, C.C. 2020. Panelist, Organizational Behavior Research Incubator, AOM, Virtual.
2. Chen, C.C. 2019. Panelist, Organizational Behavior Research Incubator, AOM, Boston
3. Chen, C.C. 2019. Keynote panelist speech: Confucian self-reflection and virtuous leadership. Indigenous Research Conference on Leadership, Shanghai Jiaotong University, China.

4. Chen, C.C. 2019. Lecture: Developing theory and hypotheses, IACMR Research Methods Workshop, Harbin Institute of Technology, Harbin, China
5. Chen, C.C. 2019. Lecture: Qualitative research, IACMR Research Methods Workshop, Harbin Institute of Technology, Harbin, China
6. Chen, C.C. 2018. Panelist, Organizational Behavior Research Incubator, AOM, Chicago, Illinois
7. Chen, C.C. 2017. Lecture: Developing theory and hypotheses, IACMR Research Methods Workshop, University of Wuhan, Wuhan, China
8. Chen, C.C. 2017. Lecture: Qualitative research, IACMR Research Methods Workshop, University of Wuhan, Wuhan, China
9. Chen, C.C. 2017. Panelist, Organizational Behavior Research Incubator, AOM, Atlanta, GA.
10. Chen, C.C. 2016. Panelist, Chinese indigenous management research, IACMR Conference, Hangzhou, China.
11. Chen, C.C. 2015. Lecture: Theory building in management research. IACMR Research Development Workshop, Tianjin University, Tianjin, China
12. Chen, C.C. 2015. Lecture: Qualitative research and content analysis, IACMR Research Methods Workshop, Tianjin University, Tianjin, China
13. Chen, C.C. 2013. Lecture: Scenario and Content Analysis. IACMR Research Development Workshops, Tongji University, Shanghai, China.
14. Chen, C.C. 2011. Cross-cultural Management Research. IACMR Research Development Workshops, Xiamen University, China
15. Chen, C.C. 2011. Cross-cultural Management Research. IACMR Research Development Workshops, Zhengzhi University, Taiwan.
16. Chen, C.C. 2008. Panelist, faculty development workshop. Chinese leadership research, current state and future direction. IACMR Conference, Guangzhou, China
17. Chen, C.C. 2008. Symposium discussant, Emerging dynamics of effective leadership in Mainland China. IACMR Conference, Guangzhou, China
18. Chen, C.C. 2008. Organizer and panelist, Paper Development Workshop, International Management Division, Academy of Management Meetings, Anaheim, CA
19. Chen, C.C. 2007. Panelist, Challenges and opportunities for conducting management research in China, AOM, Philadelphia
20. Chen, C.C. 2006. Organizer and panelist. Doing high impact research on China. Professional Development Workshop joint session by International Management Division of AOM and Asia Academy of Management, Atlanta
21. Chen, C.C. 2006. Writing for Top Tier Journals Workshop. International Association of Chinese Management Research, Nanjing, China
22. Chen, C.C. 2006. Conducting Cross-Cultural Research, Professional Development Workshop, 2006. IACMR Conference, Nanjing, China

23. Chen, C.C. 2006. How do cultural tradition and institutional reform affect employee attitudes and behaviors? School of Labor Relations, Cornell University.
24. Chen, C.C. 2003. Showcase Panel, "Embracing Diverse Journeys in Scholarship: Discovery, Integration, Teaching, and Application," The Management Doctoral Student's Association (MDSA), AOM, Seattle
25. Chen, C.C. 2002, *Organization Science* Special Issue Conference: Transformation of Chinese Enterprises, Beijing, China.
26. Chen, C.C. 2000. Chinese guanxi and social networking. Conference on Chinese Business and Management, Chinese U of Hong Kong, HK
27. Chen, C.C. November 1999. Research on Chinese management, Hong Kong University of Science and Technology, HK
28. Chen, C.C. 1998. Research on Asian-American scientists and engineers. Industrial Research Institute HR Directors' Network Conference, Dallas
29. Chen, C.C., 1995. Issues of Speaking English as second language, Northern Telecom, Englewood, Colorado

Conference Presentations:

1. Kim, S., Warren, D., Chen, C.C. & Phillips, K. 2022. Diversity and ethical outcomes: A review and road map for future research. Annual Meetings of the Academy of Management, Seattle.
2. Chen, M. & Chen, C. C. (2021)._ Customer treatment before and after the COVID-19 breakout: The role of prosocial identity and customer identification. *Annual Meeting of the Academy of Management*, Seattle.
3. Chen, M. Chen, C.C. Liu, Z.P. 2020. Double-edged effects of group performance pressure on cheating behavior. Annual Meetings of the Academy of Management, Vancouver.
4. Liu, Z.P., Chen, C.C., Zhang, Z. & Chen, M. 2020. Newcomers' slippery slope of unethical pro-organizational behavior: The normalization perspective. Annual Meetings of the Academy of Management. Vancouver.
5. Chen, M., Chen, C.C. & Schminke, M. 2020. Consequences of unethical pro-organizational behavior: A cross-cultural study. OB Division Symposium, Understanding the Aftermath of Unethical Behavior: Theoretical and Empirical Advances, Annual Meetings of the Academy of Management. Vancouver
6. Chen, M. & Chen, C.C. 2019. Servant leadership and employee engagement in corporate social responsibility initiatives. AOM Specialized Conference: Responsible Leadership in Rising economies, Bled, Slovenia.
7. Chen, C.C. 2019. The moral boundedness of prosociality. Cross-Division Symposium: New directions in unethical prosocial behavior: Its antecedents and consequences. Annual Meetings of the Academy of Management. Boston.
8. Chen, C.C. 2019. Why and how do prosocial motives drive individual and collective unethical behavior? Northeast Alliance for Business Ethics meeting. Rutgers University.
9. Chen, M., & Chen, C. C. 2018. Feeling guilty and entitled: Two faces of unethical pro-

- organizational behavior. Paper presented at the Annual Meeting of the Academy of Management. Chicago, Illinois.
10. Chen, M., & Chen, C. C. 2018. Dare to speak up: How moral identity relates to ethical voice in the workplace. Paper presented at the Annual Meeting of the Academy of Management. Chicago, Illinois.
 11. Xie, M.Y. & Chen, C.C. 2018. Toward a theory of self-reflection and moral character cultivation: A Confucian perspective. Paper presented at the annual meeting of the Academy of Management, Chicago.
 12. Chen, M., & Chen, C. C. 2017. When do creative employees become unethical for their organization? Moderating effects of performance pressure and moral identity. Paper presented at the Annual Meeting of the Academy of Management. Atlanta, GA.
 13. Unal, A. & Chen, C.C. 2017. Inequality beliefs and ethical tradeoffs: A cross-cultural investigation. AOM, Atlanta, GA.
 14. Williams, M., Belkin, Y.L., & Chen, C.C. 2017. Trust and distrust: New insights based on various approaches. Symposium, AOM, Atlanta, GA.
 15. Chen, M. & Chen, C.C. 2016. The double-edged effects of collectivism. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.
 16. Zhang, W. & Chen, C.C. 2016. Is business amoral? Antecedents and consequences of the business amorality belief, paper presented at the symposium, What Underlies Cultural Differences and How to Manage the Differences, AOM, Anaheim, CA.
 17. Chen, M., Chen, C. C., & Sheldon, O. J. 2015. Relaxing moral reasoning to win: How Organizational Identification Leads to Unethical Pro-Organizational Behavior. Paper presented at the annual meeting of the Academy of Management. Vancouver, CA
 18. Gaspar, J. P. & Chen, C. C. 2014. The Unconscious Conscience. Presented at the Annual Meeting of the Society for Business Ethics, Philadelphia, Pennsylvania
 19. Chen, C. C., Ünal, A. F., Leung, K. & Xin, K. 2014. Harmony matters: Exploring effect of group harmony on performance, AOM Conference, Philadelphia, Pennsylvania.
 20. McCarthy, M., Chen, C., McNamee, R., 2013. The Trade-off between Novelty and Usefulness: Cultural Cognitive Differences and Creativity, presented at the Academy of Management Conference, Orlando, FL
 21. Chen, C., Gaspar, J. P., Friedman, R., Xin, K., Newbury, W., Parente, R., & Nippa, M. 2012. Cross-Cultural Differences in Perception of Guanxi Fairness: A Multi-Country Study. Presented at the Annual Meeting of the Academy of Management, Boston, Massachusetts.
 22. Opoku-Dakwa, A. & Chen, C.C. 2012 The effects of corporate social responsibility programs on employees. Academy of Management Annual Conference, Boston, Massachusetts
 23. Chen, C.C. & Newbury, B, 2011. East-West, North-South: A cross cultural comparison of universalism-particularism. AOM all academy symposium, San Antonio.
 24. McNamee, R., Chen, C., McCarthy, M., 2011. Understanding cross-cultural differences in creativity by exploring the perceived relationship between novelty and usefulness. Presented at AOM, San Antonio.
 25. Unal, A.F., Warren, D. & Chen, C.C. 2011. The normative foundations of unethical supervision in organizations. AOM, San Antonio.

26. Ünal, A. F., Sheldon, O. & Chen, C 2011. And justice for all: A multiple needs approach to understanding challenges to status hierarchies in groups”, 24th Annual Conference of the International Association for Conflict Management, July 3-6, in Istanbul, Turkey.
27. Zhu, H., Chen, C.C., Li, X.C., & Zhou, Y.H. 2010. From Personal Relationship to Psychological Ownership: Importance of Manager-Owner Relationship Closeness in Family Businesses. AOM, Montreal.
28. Jiang, X.H., Chen, C.C., 2010. Favor in Exchange for Trust? The Role of Subordinates’ Attribution of Supervisory Favors. AOM, Montreal.
29. Gaspar, J. P. & Chen, C. C. 2010. The Value of Academic Excellence and Student Support for Grade Inflation Reform. Presented at the Annual Meeting of the Academy of Management, Montreal, Canada.
30. Kraemer, J. & Chen, C.C. 2010. The role of trustworthiness in expatriate-local relationship building, All-Academy symposium on Cross-cultural Trust Building, also serve as discussant. Presented at the Annual Meeting of the Academy of Management, Montreal, Canada.
31. Saporito, P., Belkin, L.Y., & Chen, C.C. 2008. The role of affect in trust breaks, resilience, and reparability. AOM, Anaheim.
32. Zhang, Y., Chen, C.C., Wang, H. 2008. Psychological mechanisms of OCB: relative effects of psychological empowerment, supervisor identification, and organizational identification. AOM, Anaheim.
33. Kraemer, J. Chen, C.C., Gathii, J. 2008. Understanding compensation fairness vis-à-vis foreign expatriates: the mediation role of compensation equity. AIB, Milan.
34. Wei, X., Wang, H. Chen, C.C. & Zhang, Y. 2008. Mediating and moderating factors of empowering leadership. AIB, Milan.
35. Wei, X., Wang, H., & Chen, C.C. 2008. Supervisory identification: The linking pin of empowering leadership behavior and employees work outcomes. International Association of Chinese Management Research Conference, Guangzhou.
36. Qiao, K., Li, J., & Chen, C.C. 2008. What do managers do? Categories and mental models of managerial work by Chinese business executives. International Association of Chinese Management Research Conference, Guangzhou.
37. Chen, C.C., Belkin, L. McNamee, R. & Kurtzberg, T. 2007. In the Eyes of the Follower: Construction of Charisma in Response to Organizational Change, AOM, Philadelphia.
38. Zhang, Y., Chen, C.C., & Wang, H. 2007. Bounded Empowerment: Main and Joint Effects of Supervisory Power Sharing and Management Control, AOM, Philadelphia.
39. Damanpour, F., Devece, C., Chen, C.C., & Pothukuchi, V. 2007. Cultural difference and acculturation strategy in joint ventures: the role of interaction processes, AOM, Philadelphia.
40. Belkin, L.Y., Chen, C.C., McNamee, R., & Kurtzberg, T.R. 2006. Organizational Change, Member Emotion, and Construction of Charismatic Leadership”, EMONET V conference, Atlanta, GA
41. He, W., Wang, D.X, & Chen, C.C. 2006. Leader Centrality in Chinese workgroup networks. Academy of International Business, June, Beijing.
42. Friedman, R., Wu, L., Chen, C.C., & Chi, S. 2006. Best Micro Paper Award winner. Causal attribution for inter-firm contract violation: A comparative study of Chinese and American commercial arbitrators. International Association of Chinese Management Research, June, Nanjing, China.

43. Chen, X., & Chen, C.C. 2006. A critical analysis of guanxi. International Association of Chinese Management Research, June Nanjing, China
44. Chen, Y.R., Chen, C.C., & Zhao, G.Z. Who (and What) Do We Value When Assessing Status in Organizations? 2006. Differences and Similarities in High vs. Low Power Distance Cultures. International Association of Chinese Management Research, June, Nanjing, China.
45. Azola, M. & Chen, C.C. 2005. Determinants of bribery in organizations: An integrative model. Academy of Management Meetings, Hawaii.
46. Glac, K., Warren, D., & Chen, C.C. 2005. Misrepresentation in the name of self or group: Effects of ingroup-outgroup distinctions for individualists and collectivists. Academy of Management Meetings, Hawaii.
47. Friedman, R. Liu, W., Chen, C.C., & Chi, S.C., 2005. Chinese and American Arbitrators: Examining the Effects of Attributions and Culture on Award Decisions. International Association of Conflict Management, Seville, Spain.
48. Choi, J., & Chen, C. C. 2004. Event and entity justice perceptions: Distributive justice and compensation system fairness in international joint ventures. Academy of Management Meetings, New Orleans
49. Chen, C.C. & Meindl, J. June 2004. Symposium: Chinese Leadership Philosophies and Practices. International Association of Chinese Management Research, Beijing
50. Choi, J. & Chen, C.C. June 2004. The role of gender in life stress of Chinese employees. International Association of Chinese Management Research, Beijing
51. Chen, C.C., Chen, Y.R., & Xin, K. August 2003. The downside of Guanxi practices: A procedural justice perspective. Academy of Management Meetings, Seattle
52. Choi, J., & Chen, C.C. August 2003. Life stress of Chinese employees. Academy of Management Meetings, Seattle
53. He, W., Chen, C.C., & Zhang, L.H. 2002. Rewards allocation preferences in Chinese state firms: A revisit after a decade's radical reform. Academy of Management Meetings, Denver
54. Saporito, P., Chen, C.C., Sapienza, H. 2002. "The central role of calculus-based trust and relational trust in bank-small firm relationships," Academy of Management Meetings, Denver
55. Saporito, P. & Chen, C.C. 2001. Trust's multi-dimensional form and role in bank-small firm relationships. Academy of Management Annual Meetings, Washington, D.C.
56. Chen, C.C, S.C. Chi, & J. Choi. August 2000. Making justice sense of local-expatriate compensation disparity. Academy of Management Meetings, Toronto, Canada.
57. Choi, J., S.C. Chi, & Chen, C.C. August 2000. Distributive justice in international joint ventures: A study of Chinese employees. Academy of Management Meetings, Toronto, Canada.
58. Chen, C.C., Chi, S.C. & Choi, J. April 2000. Coping with compensation disparity: Justifications by local Chinese in Sino-Foreign joint ventures. Society of Industrial and Organizational Psychology Conferences, New Orleans.
59. Liang, K.G., Davis, D.D. & Chen, C.C. April 2000. The Role of Distributive and Procedural Justice in Sino-Foreign Joint Ventures. Society of Industrial and Organizational Psychology Conferences, New Orleans.
60. Chen, C.C. August 1999. Differentiating and integrating individualism and collectivism. Academy of Management
61. Chen, X.P. & Chen, C.C. December 1998. On the intricacies of Guanxi building and maintenance. Asian Academy of Management meeting, Hong Kong.
62. Chen, C.C. September 1998. The career dilemma of Asian-born Scientists. IRI HR Directors' Network Conference, Dallas.

63. Chen, C.C. June 1998. When cultural differences become cultural conflicts: Views of Asian-born R&D scientists. IACM conference, University of Maryland.
64. Yang, N. Chen, C.C., & Hunt, R.G. August 1997. Sources of work-family conflict and life stress: A Sino-US comparison. National Academy of Management Meetings, Boston
65. Chen, C.C., Chen, X.P., & Yang, N. August 1997. A diversity perspective on Chinese culture. In all academy symposium, Insiders looking from outside: Chinese Management Studies. National Academy of Management Meetings, Boston
66. Chen, C.C., & Rao, A. August 1997. On being foreign: The career dilemma of Asian-born scientists in a changed R&D environment. In symposium, Organizational diversity and Asian Americans. National Academy of Management Meetings, Boston
67. Chen, C.C., & Meindl, J.R. August 1996. Individualism-Collectivism and willingness to cooperate, National Academy of Management Meetings, Cincinnati, Ohio
68. Chen, C.C. & Meindl, J.R. August 1996. Co-chairs, New directions for research on individualism-collectivism and organizational behavior, a joint symposium of International Management Division and Organizational Behavior Division, National Academy of Management Meetings, Cincinnati, Ohio
69. Chen, C.C., & R. Hooijberg, May 1996. Ambiguity intolerance and valuing diversity in the workplace. Eastern Academy of Management Conference, Arlington, Virginia.
70. Chen, C.C., Lee, Y.T. & Dou, S.G. July, 1995. The effects of modernization on Chinese values. American Psychological Society Convention, New York.
71. Chen, C.C. March, 1995. Second language communication competency: Antecedents and outcomes. Communication in the Cross-Cultural Workplace, ICI International Communications, Northern Telecom, Englewood, Colorado.
72. Chen, C.C. & Eastman, W. Oct., 1994. Toward a corporate civic culture of racial diversity. Work Team Dynamic and Productivity in the Context of Diversity, American Psychological Association and the Center for Creative Leadership, Greensboro, NC.
73. Lee, Y.T. & Chen, C.C. June, 1994. A preliminary study of the effect of modernization on Mainland Chinese values and attitudes. The Annual Conference of the American Psychological Association, Washington D.C.
74. Chen, C.C. & Meindl, J.R., August, (1992). Collectivism and allocation Preferences. National Academy of Management Meetings, Las Vegas.
75. Chen, C.C. & Meindl, J.R., August, (1992). Co-chairs, Individualism and Collectivism in and around organizations, a joint symposium of International Management Division and Organizational Behavior Division, National Academy of Management Meetings, Las Vegas.
76. DiTomaso, N., Chen, C.C. & Farris, G.F. August, (1992). Demographic diversity: Effects on competition in appraisals and rewards, National Academy of Management Meetings, Las Vegas.
77. Chen, C.C. (1990). Entrepreneurial efficacy expectation, reward expectation and entrepreneurial decision. Eastern Academy of Management Conference, Buffalo, New York.
78. Chen, C.C., O'Del, J.N., & Snodgrass, C. (1990). Effects of values and beliefs on entrepreneurial entry and performance. Eastern Academy of Management Conference.
79. Wang, C. & Chen, C.C. (1990). Phonological overlapping in dialects. Northeast Linguistics Conference, University of Pennsylvania, May 4-6.

TEACHING EXPERIENCE

Undergraduate Courses:

1. Management skills, Rutgers Business School
2. Principles of Management, Rutgers Business School
3. Leading Individuals and Teams, Rutgers Business School
4. Power and Influence, SUNY Buffalo

Masters Courses:

1. Managing Cultural and Demographic diversity, Rutgers Business School
2. Cross-Cultural Management, Rutgers Business School
3. Managing People, Rutgers Business School
4. Doing Business in China, Rutgers Business School
5. Managing Organizations, the Stern School of Business, New York University
6. Global Manager and Negotiator, the Stern School of Business, New York University

Doctoral Courses:

1. Organizational Behavior, Rutgers Business School
2. Social Sciences Research Methods, Rutgers Business School
3. Culture and Organizations, Rutgers Business School

Executive Programs

- 1) Organizational Behavior
- 2) Inter-cultural Conflict and Cooperation
- 3) Inter-cultural Communication