

## CHAO C. CHEN

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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 English Language and Literature, Central South University, China

### ACADEMIC AND ADMINISTRATIVE POSITIONS

- 2015- *Past president, International Association of Chinese Management Research*
- 2012-2014 *President, International Association of Chinese Management Research*
- 2009-2011 *President-elect, International Association of Chinese Management Research (IACMR); Conference Program Chair, IACMR Shanghai Conference 2010*
- 2003- *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*
- 1980-1986 *Vice chair, English Teaching and Research Group*

### PUBLICATIONS

#### *Refereed Articles:*

Chen, C.C., Friedman, R. & McAllister, D.J. In press. Seeing and studying China: Leveraging phenomenon-based researcvh in China for theory advancement. *Organizational Behavior and Human Decision Processes*.

Chen, C.C. In press. Yin-Yang dialectics and communitarianism in cross-cultural management research. *Cross Cultural & Strategic Management*.

Jiang, Y. & Chen, C. C. forthcoming. Integrating Knowledge Activities for Team Innovation: Effects of Transformational Leadership. *Journal of Management*.

Chen, C. C., Gaspar, J. P., Friedman, R., Newburry, W., Nippa, M. C., Xin, K., & Parente, R. In Press. Paradoxical Relationships Between Cultural Norms of Particularism and Attitudes Toward Relational Favoritism: A Cultural Reflectivity Perspective. *Journal of Business Ethics*.

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.

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.

Gaspar, J. & Chen, C. C. 2016. The Unconscious Conscience: Implicit Processes and Deception in Negotiation. *Negotiation Journal*, 32(3): 213-229.

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.

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.

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: 1136-1158.

Chen, C. C., Chen, X. P., & Huang, S. S. (2013). Chinese guanxi: An integrative review and new directions for future research. *Management & Organization Review*, 9(1), 167-207.

Jiang, X. H, 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.

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.

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 Psychology*, 4 (4): 249-257

Zhu, H., Chen, C. C., Li, X. C., & Zhou, Y. H. (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.

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, 7-24.

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.

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.

Ünal, A. F., Warren, D., & Chen, C. C. (2012). The normative foundations of unethical supervision in organizations. *Journal of Business Ethics*, 107(1), 5-19.

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.  
doi: 10.1080/21515581.2011.552438

Chen, C. C., Kraemer, J., & Gathii, J. (2011). Understanding locals' compensation fairness vis-à-vis foreign expatriates: The role of perceived equity. *International Journal of Human Resource Management*, 22(17), 3582-3600.

Chen, Y. R., Leung, K., & Chen, C. C. (2009). Bringing national culture to the table: Making a difference with cross-cultural differences and perspectives. *Academy of Management Annals*, 3(1): 217-249.

Chen, C. C., & Chen, X. (2009). Negative externalities of close guanxi within organizations. *Asia Pacific Journal of Management*, 26(1), 37-53.

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.

Friedman, R., Liu, W. Chen, C. C., & Chi, S. C. (2007). Causal attribution for inter-firm contract violation: A comparative study of Chinese and American commercial arbitrators. *Journal of Applied Psychology*, 92(3), 856-864.

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.

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, 305-324.

Saparito, P., Chen, C. C., Sapienza, H. (2004). The central role of relational trust in bank-small firm relationships. *Academy of Management Journal*, 47(3), 400-411.

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.

He, W., Chen, C. C., & Zhang, L. H. (2004). Rewards allocation preferences of Chinese employees in the new millennium: Effects of ownership reform, collectivism, and goal priority. *Organization Science*, 15(2), 221-231.

Chen, C.C., Choi, J., Chi, S.C. (2002). "Making justice sense of local-expatriate compensation disparity," *Academy of Management Journal*, 45 (4): 807-817.

Pothukuchi, V., Damonpour, 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*, 33 (2): 243-265.

Chen, C.C., Peng, M. W., & Saparito P. (2002). Individualism, collectivism, and opportunism: A cultural perspective on transaction cost economics, *Journal of Management*, 28 (4): 567-583.

Chen, C. C., & Hooijberg. R. (2000). Ambiguity intolerance and support for valuing diversity interventions, *Journal of Applied Social Psychology*, 30 (11), 2392-2408.

Yang, N., Chen, C.C., Choi, J., & Zou, Yimin. (2000). Sources of work-family conflict: A Sino-U.S. comparison, *Academy of Management Journal*, 43 (1), 113-123.

Chen, C.C., DiTomaso, N., & Farris, G. (1999). Attitudes toward organizational change: Effects of self-interest, organizational values, and ethnicity, *IEEE Transactions on Engineering Management*, 46 (4), 399-406.

Earley, P.C., Gibson, C.B., & Chen, C.C. (1999). How did I do versus how did we do? Cultural contrasts of performance feedback utilization and self-efficacy, *Journal of Cross-Cultural Psychology*, 30 (5): 594-619.

Chen, C.C., Ford, C., & Farris, G. (1999). Do rewards benefit the organization? The effects of reward types and demographic diversity in R&D organizations, *IEEE Transactions on Engineering Management*, 46 (1): 47-55.

Chen, C.C., Chen, X.P., & Meindl, J.R. (1998). How can cooperation be fostered? The cultural effects of individualism and collectivism, *Academy of Management Review*, 23 (2), 285-304.

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, 115-129.

Chen, C.C., Greene, P. & Crick, A. (1998). Does entrepreneurial self-efficacy distinguish entrepreneurs from managers? *The Journal of Business Venturing*, 13 (4), 295-316, 1998.

Chen, C.C. & Eastman, W. (1997). Toward a corporate civic culture of multicultural organizations, *Journal of Applied Behavioral Science*, 435-454.

Bailey, J., Chen, C.C. & Dou, S.G. (1997). Conceptions of self and performance-related feedback in the U.S., Japan and China, *Journal of International Business Studies*, 28 (3), 232-250.

Chen, C.C., Yu, K.C., & Miner, J.B. (1997). Motivation to manage: A study of women in Chinese state-owned enterprises, *Journal of Applied Behavioral Science*, 33 (2), 160-173.

Chen, C.C., Meindl, J.R., & Hunt, R.G. (1997). Testing the effects of horizontal and vertical collectivism: A study of rewards allocation preferences in China, *Journal of Cross-Cultural Psychology*, 28 (1), 44-70.

Chen, C.C., & Van Velsor, E. (1996). New directions for research and practice in diversity leadership, *Leadership Quarterly*, 7 (2), 285-302.

Chen, C.C. (1995). New trends in rewards allocation preferences: A Sino-US comparison, *Academy of Management Journal*, 38 (2), 408-428, 1995.

Selected as outstanding research relevant to management practice, translated by C. Cheng, in *Academy of Management Executive*, 10 (1): 84-85, 1996.

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*, 36 (4), 521-551.

Miner, J.B., Chen, C.C. & Yu, K.C. (1991). Theory testing under adverse conditions: Motivation to manage in the People's Republic of China, *Journal of Applied Psychology*, 76 (3), 343-349.

### **Books:**

Chen, C.C. & Lee, Y.T., 2008. Leadership and management in China: Philosophies, theories, and practices. New York: Cambridge University Press.

Chen, C.C., Bao, H.F., & Fan, J.X. (Translation into Chinese). An overview and comparison of contemporary Western literary theory, by Jefferson, A. & Robey, D., 1984. Hunan Publishing House of Arts and Literature, China, 1985.

Bao, H.F., Chen, C.C. & Yang, X.X. (Editing and Translation into Chinese). Freudian psychology and Western literature, Hunan Publishing House of Arts and Literature, China, 1985.

### ***Book Chapters:***

Chen, X.P., & Chen, C.C. 2013. Chinese Guanxi: The good, the bad, and the controversial. In Huang, X. & M.H. Bond, *The handbook of Chinese organizational behaviour: Integrating theory, research and practice*, Edward Elgar.

Kraemer, J. & Chen, C.C. 2012. Cultural differences in resources exchange at the workplace: A Sino-U.S. comparison. In press, In Kjell Törnblom, K & Kazemi, A (Eds.) *Handbook of Social Resource Theory: Theoretical Extensions, Empirical Insights, and Social Applications*. Springer.

Chen, C.C. & Farh, J. L. 2010. Developments in understanding Chinese leadership: Paternalism and its elaborations, moderations, and alternatives. In M. Bond (Ed.), *Oxford Handbook of Chinese Psychology*. Oxford University Press, Chapter 35, 599-622.

Chen, C.C. 2009. Agency beliefs about Chinese leaders and followers: A comparison of various Chinese leadership philosophies, In Graen, G. (Ed.) *Predator's Game-Changing Designs: Research-Based Tool*. The Information Age Publishing.

Chen, C.C. & Zhang, Z.X. 2008. Theory construction in management research, in Chen, X. P., Tsui, A. S., & Farh, J. L. *Empirical Methods in Organization and Management Research* (pp. 60-81), Beijing: Peking University Press. (in Chinese)

Chen, C.C. & Lee, Y.T. 2008. The diversity and dynamism of Chinese philosophies on leadership. In Chen, C.C. & Lee, Y.T. (Eds.) (pp. 1-27), *Leadership and management in China: Philosophies, theories, and practices*. New York: Cambridge University Press.

Peng, Y-Q, Chen, C.C. & Yang, X-H 2008. "Bridging Confucianism and Legalism: Xunzi' Philosophy of Sage-Kingship" in Chen, C.C. & Lee, Y.T. (Eds.). *Leadership and Management in China: Philosophies, Theories, and Practices* (pp. 51-79), Cambridge University Press.

Sun, H, Chen, C.C. & Zhang, S-H 2008. "Strategic Leadership of Sunzi in The Art of War" in Chen, C.C. & Lee, Y.T. (Eds.). *Leadership and Management in China: Philosophies, Theories, and Practices* (pp. 143-168), Cambridge University Press.

Zhang, Z-X, Chen, C.C., Liu. L.A., & Liu, X.F. "Chinese Traditions and Western Theories: Influences on Business Leaders in China" in Chen, C.C. & Lee, Y.T. (Eds). *Leadership and Management in China: Philosophies, Theories, and Practices* (pp. 239-271), Cambridge University Press.

Chen, C.C., Belkin, L.Y., and Kurtzberg, T.R. . 2006. "A Follower-Centric Contingency Model of Charisma Attribution: The Importance of Follower Emotion", in Shamir, B., Pillai, R., Bligh, M., & Uhl-Bien, M. (eds.) *Follower-Centered Perspectives on Leadership: A Tribute to the Memory of James R. Meindl* (pp. 115-134), Greenwich, CT: Information Age Publishing.

Chen, C.C. & DiTomaso, N. "Performance appraisal and demographic diversity: Issues regarding appraisal, appraisers, and appraising." In Kossek E.E. & Lobel, S. (Eds.) *Human Resources Strategies for Managing Diversity*, 137-163. Cambridge, MA: Blackwell, 1996.

***Conference Proceedings:***

Chen, M., Chen, C. C., & Sheldon, O. 2015. *Relaxing Moral Reasoning to Win*, Academy of Management Proceedings.

Chen, C.C. Cross-indignation approach to Chinese leadership research. IACMR workshop, AOM, Chicago, 2009.

Chen, C.C. Belkin, L.Y., McNamee, & Kurtzberg, T.R. 2007. *In the Eyes of the Follower: Construction of Charisma in Response to Organizational Change*. Best Paper Proceedings of Academy of Management: 1-6.

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*, IACM 18th Annual Conference.

Choi, J., & Chen, C. C. *Event and entity justice perceptions: Distributive justice and compensation system fairness in international joint ventures*. 2004. Best Paper Proceedings of Academy of Management, OB, F1-F6.

Saparito, P., Chen, C.C., Sapienza, H. 2002. "The central role of calculus-based trust and relational trust in bank-small firm relationships," Best Paper Proceedings of Academy of Management, BPS: K1-K6.

Chen, C.C., & Hooijberg, R. 1996. "Ambiguity intolerance and valuing diversity in the workplace," Proceedings of the Eastern Academy of Management: 244-247.

Chen, C.C. 1990. "Entrepreneurial efficacy expectation, reward expectation and entrepreneurial decision," Proceedings of the Eastern Academy of Management: 165-168.

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***

Chen, C.C. "Reworking authority: Leading and following in the post-modern organization," *Journal of Occupation and Organizational Psychology*, 2000, 73 (3): 384-386.

Chen, C.C. "Transforming leadership," *Leadership Quarterly*, 2000, 11 (3): 425-426.

## **MAJOR GRANTS FROM NSFC**

Member of Teams winning grants from NSFC in collaboration with colleagues from the following Chinese Universities:

Guanghua Business School, Peking University  
School of Business, San Yet-Sen University  
Antai Business School, Shanghai Jiaotong University

## **PROFESSIONAL PRESENTATIONS**

### ***Conference Presentations:***

Chen, M. & Chen, C.C. 2017. When do creative employees become unethical for the organization? AOM, Atlanta, GA.

Unal, A. & Chen, C.C. 2017. Inequality beliefs and ethical tradeoffs: A cross-cultural investigation. AOM, Atlanta, GA.

Williams, M., Belkin, Y.L., & Chen, C.C. 2017. Trust and distrust: New insights based on various approaches. Symposium, AOM, Atlanta, GA.

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

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.

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

Gaspar, J. P. & Chen, C. C. 2014. The Unconscious Conscience. Presented at the Annual Meeting of the Society for Business Ethics, Philadelphia, Pennsylvania

Chen, C. C., Ünal, A. F., Leung, K. & Xin, K. 2014. Harmony matters: Exploring effect of group harmony on performance, *AOM Conference, Philadelphia, Pennsylvania*.

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

Chen, C., Gaspar, J. P., Friedman, R., Xin, K., Newburry, 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.

Opoku-Dakwa, A. & Chen, C.C. 2012 *The effects of corporate social responsibility programs on employees*. Academy of Management Annual Conference, Boston, Massachusetts

Chen, C.C. & Newburry, B, 2011. East-West, North-South: A cross cultural comparison of universalism-particularism. AOM all academy symposium, San Antonio.

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.

Unal, A.F., Warren, D. & Chen, C.C. 2011. The normative foundations of unethical supervision in organizations. AOM, San Antonio.

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*.

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.

Jiang, X.H., Chen, C.C., 2010. Favor in Exchange for Trust? The Role of Subordinates' Attribution of Supervisory Favors. AOM, Montreal.

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.

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.

Saparito, P., Belkin, L.Y., & Chen, C.C. The role of affect in trust breaks, resilience, and reparability. AOM, Anaheim, 2008.

Zhang, Y., Chen, C.C., Wang, H. Psychological mechanisms of OCB: relative effects of psychological empowerment, supervisor identification, and organizational identification. AOM, Anaheim, 2008.

Kraemer, J. Chen, C.C., Gathii, J. Understanding compensation fairness visavis foreign expatriates: the mediation role of compensation equity. AIB, Milan, 2008

Wei, X., Wang, H. Chen, C.C. & Zhang, Y. Mediating and moderating factors of empowering leadership. AIB, Milan, 2008.

Wei, X., Wang, H., & Chen, C.C. Supervisory identification: The linking pin of empowering leadership behavior and employees work outcomes. International Association of Chinese Management Research Conference, Guangzhou, 2008

Qiao, K., Li, J., & Chen, C.C. What do managers do? Categories and mental models of managerial work by Chinese business executives. International Association of Chinese Management Research Conference, Guangzhou, 2008.

Chen, C.C., Belkin, L. McNamee, R. & Kurtzberg, T. In the Eyes of the Follower: Construction of Charisma in Response to Organizational Change , AOM, Philadelphia, 2007

Zhang, Y., Chen, C.C., & Wang, H. 2007. Bounded Empowerment: Main and Joint Effects of Supervisory Power Sharing and Management Control, AOM, Philadelphia, 2007

Damanpour, F., Devece, C., Chen, C.C., & Pothukuchi, V. Cultural difference and acculturation strategy in joint ventures: the role of interaction processes, AOM, Philadelphia, 2007

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*

He, W., Wang, D.X, & Chen, C.C. 2006. Leader Centrality in Chinese workgroup networks. Academy of International Business, June, Beijing

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

Chen, X., & Chen, C.C. 2006. A critical analysis of guanxi. International Association of Chinese Management Research, June Nanjing, China

Chen, Y.R., Chen, C.C., & Zhao, G.Z. Who (and What) Do We Value When Assessing Status in Organizations? Differences and Similarities in High vs. Low Power Distance Cultures. International Association of Chinese Management Research, June, Nanjing, China

Azola, M. & Chen, C.C. 2005. Determinants of bribery in organizations: An integrative model. Academy of Management Meetings, Hawaii.

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.

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.

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*

Chen, C.C. & Meindl, J. June 2004. Symposium: Chinese Leadership Philosophies and Practices. International Association of Chinese Management Research, Beijing

Choi, J. & Chen, C.C. June 2004. The role of gender in life stress of Chinese employees. International Association of Chinese Management Research, Beijing

Chen, C.C., Chen, Y.R., & Xin, K. August 2003. The downside of Guanxi practices: A procedural justice perspective. Academy of Management Meetings, Seattle

Choi, J., & Chen, C.C. August 2003. Life stress of Chinese employees. Academy of Management Meetings, Seattle

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

Saparito, 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

Saparito, 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.

- Chen, C.C, S.C. Chi, & J. Choi. August 2000. Making justice sense of local-expatriate compensation disparity. Academy of Management Meetings, Toronto, Canada.
- 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.
- 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.
- 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.
- Chen, C.C. August 1999. Differentiating and integrating individualism and collectivism. Academy of Management
- Chen, X.P. & Chen, C.C. December 1998. On the intricacies of Guanxi building and maintenance. Asian Academy of Management meeting, Hong Kong.
- Chen, C.C. September 1998. The career dilemma of Asian-born Scientists. IRI HR Directors' Network Conference, Dallas.
- Chen, C.C. June 1998. When cultural differences become cultural conflicts: Views of Asian-born R&D scientists. IACM conference, University of Maryland.
- 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
- 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
- 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
- Chen, C.C., & Meindl, J.R. August 1996. Individualism-Collectivism and willingness to cooperate, *National Academy of Management Meetings*, Cincinnati, Ohio
- 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
- Chen, C.C., & R. Hooijberg, May 1996. Ambiguity intolerance and valuing diversity in the workplace. *Eastern Academy of Management Conference*, Arlington, Virginia.
- Chen, C.C., Lee, Y.T. & Dou, S.G. July, 1995. The effects of modernization on Chinese values. *American Psychological Society Convention*, New York.

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.

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.

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.

Chen, C.C. & Meindl, J.R., August, 1992. Collectivism and allocation Preferences. *National Academy of Management Meetings*, Las Vegas.

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.

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.

Chen, C.C. 1990. Entrepreneurial efficacy expectation, reward expectation and entrepreneurial decision. *Eastern Academy of Management Conference*, Buffalo, New York.

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*.

Wang, C. & Chen, C.C. 1990. Phonological overlapping in dialects. *Northeast Linguistics Conference*, University of Pennsylvania, May 4-6.

### ***Invited Presentations:***

Chen, C.C. 2017. Panelist, Organizational Behavior Research Incubator, AOM, Atlanta, GA.

Chen, C.C. 2016. Keynote Speaker: Ethical Challenges of Pro-Social Motives and Acts in Organizations, the Inaugural Conferences of the China Labor Economics Association and the Labor Sciences Association, Remin University and Chinese Academy of Social Sciences, Beijing China, 2016.

Chen, C.C. 2016. Chinese indigenous management research, Biennial Conference 2010, International Association of Chinese Management Research (IACMR).

Chen, C.C. 2015. Theory building in management research. Research Development Workshop, IACMR, Tongji University, Shanghai, China.

Chen, C.C. 2014. Presidential speech: Profession and Professionalization in China. IACMR Biennial Conference, Beijing China; PDW on Chinese indigenous management research.

Chen, C.C. 2013. Scenario and Content Analysis. Research Development Workshops, IACMR, Tongji University, Shanghai, China.

Chen, C.C. Panelist, Indigenous research in China. Biennial Conference 2010, IACMR

Chen, C.C. 2011. Cross-cultural Management Research. IACMR Research Development Workshops, Zhengzhi University, Taiwan.

Chen, C.C. 2011. Cross-cultural Management Research. IACMR Research Development Workshops, Xiamen University, China

Chen, C.C. Organizer and panelist, Paper Development Workshop, International Management Division, Academy of Management Meetings, Anaheim, CA 2008.

Chen, C.C. Symposium discussant. Emerging dynamics of effective leadership in Mainland China. International Association of Chinese Management Research Conference, Guangzhou, 2008

Chen, C.C. Keynote panel speaker. The joint effect of power sharing and managerial control. International Association of Chinese Management Research Conference, Guangzhou, 2008

Chen, C.C. Organizer, doctoral dissertation proposal workshop. International Association of Chinese Management Research Conference, Guangzhou, 2008

Chen, C.C. Panelist, faculty development workshop. Chinese leadership research, current state and future direction. International Association of Chinese Management Research Conference, Guangzhou, 2008

Chen, C.C. Panelist. Challenges and opportunities for conducting management research in China, AOM, Philadelphia, 2007

Chen, C.C. 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, 2006.

Chen, C.C. Chair. Writing for Top Tier Journals Workshop. International Association of Chinese Management Research, June, Nanjing, China, 2006

Chen, C.C. 2006. Conducting Cross-Cultural Research, Professional Development Workshop, 2006. International Association of Chinese Management Research, June, Nanjing, China

November 2006, How do Cultural Tradition and Institutional Reform Affect Employee Attitudes and Behaviors? School of Labor Relations, Cornell University.

August 2003, Showcase Panel, "Embracing Diverse Journeys in Scholarship: Discovery,

Integration, Teaching, and Application, " The Management Doctoral Student's Association (MDSA), Seattle

July 2002, *Organization Science* Special Issue Conference on the Transformation of the Chinese Enterprises

December 2000, Conference on Chinese Business and Management, Chinese U of Hong Kong, HK

November 1999, Hong Kong University of Science and Technology, HK

September 1998, Industrial Research Institute HR Directors' Network Conference, Dallas

March, 1995, Northern Telecom, Englewood, Colorado

## **TEACHING EXPERIENCE**

### ***Undergraduate Courses:***

- 1) Management skills
- 2) Principles of Management, Rutgers Business School
- 3) Leading Individuals and Teams, Rutgers Business School
- 4) Power and Influence, SUNY Buffalo
- 5) Organizational Behavior, SUNY Buffalo

### ***Masters Courses:***

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

### ***Doctoral Courses:***

- 1) Organizational Behavior, Rutgers Business School
- 2) 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