



## FEI SONG

### CURRICULUM VITAE

Professor, **Human Resources Management/Organizational Behaviour**  
 Graduate Program Director, MScM and PhD Programs  
**Ted Rogers School of Business Management, Toronto Metropolitan University**  
 1-416-979 5000 x7503  
[fsong@torontomu.ca](mailto:fsong@torontomu.ca)  
[Faculty Webpage](#)  
[Google Scholar Page](#)

#### **Overview:**

Dr. Fei Song is Professor of **OB/HRM Department**, Graduate Program Director, **MScM** and **PhD** programs, **Ted Rogers School of Business Management, Toronto Metropolitan University**. She is trained in the field of Organizational Behaviour. Theories and methodologies from social psychology and experimental/behavioural economics have significantly influenced her research. Her research interests include 1) labour diversity and social justice; 2) behavioural decision-making, e.g., cooperation and competition, trust and reciprocity, fairness, group decision-making, (un)ethical decision-making and cross-cultural issues, and 3) strategic compensation and productivity.

She has been awarded many research grants and awards, and has published widely in top management and social science journals such as the *Academy of Management Journal*, *Journal of Management*, *Academy of Management Discoveries*, *Organizational Behavior and Human Decision Processes*, *Journal of Business Ethics*, *Management and Organization Review*, *Games and Economic Behavior*, *Journal of Economic Behavior and Organization*, *International Journal of Conflict Management*, *Experimental Economics*, and *Journal of Economic Psychology*. She serves as an Associate Editor for *Personnel Review* and *Journal of Behavioral and Experimental Economics*. She teaches in the areas of organizational behavior, cross-cultural and global management, strategic human resource management, decision-making and problem-solving, talent management, strategic compensation, and research methods.

#### **Education:**

PhD Schulich School of Business, York University  
 MBA University of Guelph  
 BA Guangdong University of Foreign Studies, China

#### **Research Interests:**

Labour Diversity and Social Justice  
 Behavioural Decision-Making  
 Strategic Compensation  
 Values, Norms and Ethics  
 Social Identity



**Ted Rogers  
School of  
Management**

**Teaching:**

**Masters and PhD**

Behavioural Management Research  
Research Methods  
Advanced Organizational Behaviour

**EMBA**

Strategic Compensation

**MBA**

Managing in a Diverse World  
Cross-Cultural Management  
Decision Making and Problem Solving  
Talent Management  
Strategic Human Resource Management  
Organizational Decision Making

**Undergraduate**

Organizational Behaviour I  
Organizational Behaviour II  
Strategic Human Resource Management  
Cross-Cultural Issues in Organizational Behaviour  
Decision-Making and Integrative Thinking  
Statistics for Management  
The Role and Process of Management  
International Business and Management  
International Business Communication

**ACADEMIC WORK EXPERIENCE**

2024- Graduate Program Director, MScM and PhD Programs, Ted Rogers School of Business Management, Toronto Metropolitan University  
2021- Associate Editor, *Journal of Behavioral and Experimental Economics*  
2020- Associate Editor - North America, *Personnel Review*  
2018-24 Chair, OB/HRM Department, Ted Rogers School of Business Management, Toronto Metropolitan University  
2016- Professor, OB/HRM Department, Ted Rogers School of Business Management, Toronto Metropolitan University  
2014 - Faculty Associate, Centre for Labour Management Relations, Toronto Metropolitan University  
2011-12 Visiting Associate Professor, China Europe International Business School



- 2010-15 Associate Professor, Ted Rogers School of Business Management, Toronto Metropolitan University
- 2005-09 Assistant Professor, Ted Rogers School of Business Management, Toronto Metropolitan University
- 2000-05 Lecturer, Schulich School of Business, Atkinson College, York University
- 2002- Visiting Professor and/or Scholar:  
 Queensland University of Technology, University of Melbourne, Australia; University of Canterbury, University of Auckland, New Zealand; Peking University, Zhejiang University, Fudan University, China Europe International Business School, Xiamen University, Zhejiang Commerce University, Dongbei University of Economics and Finance, Shanghai University of Finance and Economics, Southwestern University of Finance and Economics, China; Waseda University, Hokkaido University, Hakodate Future University; Kyoto Sangyo University, Japan.

#### **RESEARCH GRANTS AND AWARDS**

- 2023 Research Recognition Award, Ted Rogers School of Management Toronto Metropolitan University
- 2023-27 The Effects of Institutional Logics on Judgments and Behavior of Social Actors, Insight Grant (IG) from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$158,700. (Co-Investigator)
- 2022 Research Recognition Award, Ted Rogers School of Management Toronto Metropolitan University
- 2021-24 A Curse or Blessing? The Paradoxical Effects of Performance Pressure on Creative Performance, General Research Fund (GRF) from the National Science Foundation (NSF) of China. Amount: RMB\$470,000. (Co-Investigator)
- 2020-24 Emotional Arousal and Behaviour toward Risk: Further Examination Using VR (Virtual Reality) and High Stakes, Insight Grant (IG) from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$149,732. (Principal Investigator)
- 2020 Centre for Labour Management Relations, Toronto Metropolitan University. Amount: \$7,500. (Principal and Sole Investigator)
- 2020 Ted Rogers School of Management Research Recognition Award, Toronto Metropolitan University
- 2020 SRC (Scholarship, Research and Creativity) Award, Toronto Metropolitan University.



- 2019 Contract Employment: Trap or Trampoline? Examining the 'Signal' Associated with Temporary Work in Canada, Insight Development Grant (IDG) from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$48,600 (Co-Investigator)
- 2019 Ted Rogers School of Management Outstanding Research Recognition Fund, Toronto Metropolitan University. Amount: \$6,000. (Principal and Sole Investigator)
- 2019 Ted Rogers School of Management Internal Research Grant, Toronto Metropolitan University. Amount: \$7,000. (Principal and Sole Investigator)
- 2019 Ted Rogers School of Management Research Travel Research Grant, Toronto Metropolitan University. Amount: \$2,000. (Principal and Sole Investigator)
- 2018-19 Paying it forward in experimental labor markets, General Research Fund (GRF) from the Research Grants Council (RGC) of Hong Kong. Amount: HK\$434,880. (Co-Investigator)
- 2018 Ted Rogers School of Management Research Travel Research Grant, Toronto Metropolitan University. Amount: \$2,000. (Principal and Sole Investigator)
- 2017-22 Legitimacy Judgments and Their Behavioral Outcomes: Experimental Exploration of Micro-Organizational Effects of Legitimacy, Insight Grant (IG) from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$127,818. (Co-Investigator)
- 2017-18 (Un)Willing to Lead? The Gender Gap in Leadership Identity, Styles, Strategies, And Effectiveness, SSHRC Institution Grant. Amount: \$10,000. (Principal and Sole Investigator)
- 2017-18 Are You Paying Your Employees to Be Creative? The Sorting and Incentive Effects of Pay-for-Performance, TRSM-FB Poly U Joint Research Grant. Amount: \$15,000. (Co-Principal Investigator)
- 2016 Ted Rogers School of Management Research Travel Research Grant, Toronto Metropolitan University. Amount: \$2,000. (Principal and Sole Investigator)
- 2014-16 Bringing the "Audience" onto the Stage: Experimental Exploration of Social Judgments Formation at the Micro-Organizational Level, Insight Development Grant (IDG) from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$65,868. (Co-Investigator)



- 2015 Ted Rogers School of Management Internal Research Grant, Toronto Metropolitan University. Amount: \$7,500. (Principal and Sole Investigator)
- 2014 Centre for Labour Management Relations, Toronto Metropolitan University. Amount: \$17,000. (Principal and Sole Investigator)
- 2014 Ted Rogers School of Management Research Travel Research Grant, Toronto Metropolitan University. Amount: \$2,000. (Principal and Sole Investigator)
- 2014 Ted Rogers School of Management Internal Research Grant, Toronto Metropolitan University. Amount: \$7,000. (Principal and Sole Investigator)
- 2013 Ted Rogers School of Management Internal Research Grant, Toronto Metropolitan University. Amount: \$5,000. (Principal and Sole Investigator)
- 2012 SRC (Scholarship, Research and Creativity) Award, Toronto Metropolitan University.
- 2012 HR-OMB Internal Research Competition Award. Amount: \$5,000. (Principal and Sole Investigator)
- 2011-13 Behaviour toward Risk and Ambiguity: Biological Determinants and Impact on the Incentive Effect of Pay-For-Performance, Insight Development Grant (IDG) from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$59,928. (Principal Investigator)
- 2011-14 Understanding Individual and Group Unethical Decision Making and Behaviour, Standard Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$87,364. (Principal Investigator)
- 2010 SRC (Scholarship, Research and Creativity) Award, Toronto Metropolitan University
- 2010 The Effects of Risk Aversion and the Effectiveness of Pay-for-Performance, Toronto Metropolitan SIG Grant. Amount: \$7,000. (Principal and Sole Investigator)
- 2009 Best Paper Award in the CM Division at 2009 Academy of Management Annual Meeting: "Are you paying your employees to cheat: The effects of compensation schemes".
- 2007-09 A Cross-Cultural Comparison of Ethical Decision-Making: Canada versus China, Toronto Metropolitan International Initiative Fund. Amount: \$20,000. (Principal and Sole Investigator)



- 2007-10 The Effects of Pay-for-Performance on Individual and Team Productivity, Standard Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$97,703. (Co-Investigator)
- 2007 Best Paper Award in the CM Division at 2007 Academy of Management Annual Meeting: “The Influence of the Consensus Decision-Making on Intergroup Trust and Reciprocity”.
- 2006-09 Building Trust and Reciprocity, Standard Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$97,107. (Principal Investigator)
- 2006 Best New Scholar Award, Toronto Metropolitan University
- 2006-08 Building a Cooperative Business Culture, New Faculty Development Grant from Toronto Metropolitan University. Amount: \$10,000. (Principal and Sole Investigator)
- 2006 Best Paper Award in the HR Division at 2006 Academy of Management Annual Meeting: “Sorting and incentive effects of pay-for-performance: Summary of an experimental study”.
- 2006 Ethical Business Decision-Making, Graduate Student Stewardship Grant from Faculty of Business, Toronto Metropolitan University. Amount: \$10,000. ((Principal and Sole Investigator)
- 2006 Strategic HRM, Faculty of Business Travel Grant, Toronto Metropolitan University. Amount: \$3,000. (Principal and Sole Investigator)
- 2004 Dissertation Support Grant, Faculty of Graduate Studies, York University. Amount: \$1,500.
- 2004 Compensation Schemes, Productivity, and Unethical Behavior, Small Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$1,500. (Co-Investigator)
- 2003 Emotions and Conflict Management, Small Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: 5,000. (Co-Investigator)

## RESEARCH CONTRIBUTIONS

### Refereed Journal Articles

1. “Don't Snub Your Nose, Fluid Work is Nothing to be Sneezed at! An Empirical Examination of the Relationship between Fluid Work Arrangements and Perceived Social Class”, (2024), with Danielle Lamb and Anil Verma, *revise-and-resubmit* at [Personnel Review](#).
2. “The Private Solution Problem: A 34-Nation Experimental Study”, (2024), with Eugene Malthouse *et al.*, *under review* at [Nature](#).
3. “No Decision is Better Than a Wrong Decision: An Incentivized Opt-Out Option Can Leverage Self-Interest to Mitigate Deception”, (2024), with Long Wang, *under review* at [Organization Science](#).
4. “Working More for More and More for Less: Labour Supply in the Gain and Loss Domains”, (2024), with Nikolay Zubanov, [Labour Economics](#), 88: 1025-1033.
5. “What Happens When the Gig is Up? The Relationship Between Gig Employment Histories and Future Career Prospects”, (2024), with Danielle Lamb and Kamran Soltanzadeh, *revise-and-resubmit* at [British Journal of Industrial Relations](#).
6. “(Un)Willing to lead? Men, Women and the Leadership Gap”, (2023), with Sherry Li, Erwann Sbai, and Ananish Chaudhuri, *revise-and-resubmit* at [The Leadership Quarterly](#).
7. “[Inside Out and Upside Down? Labour Market Signals in the Time of COVID-19 - An Experimental Exploration of Perceptions of Nonstandard Employment Histories Prior to and](#)
8. [During the Global Pandemic](#)”, (2023), with Danielle Lamb, [Personnel Review](#), 53: 998-1021.
9. “[On the Role of Institutional Logics in Legitimacy Evaluations: The Effects of Pricing and CSR Signals on Organizational Legitimacy](#)”, (2023), with Alex Bitektine, [Journal of Management](#), 49: 1070-1105.
10. “[High Compensation and Unethical Reciprocity](#)”, (2022), with Long Wang and Chenbo Zhong, [Journal of Management](#), 48(8): 2223-2254.
11. “[You Cannot Judge a Book by Its Cover: Evidence from a Laboratory Experiment on Recognizing Generosity from Facial Information](#)”, (2022), with Ninghua Du and Bram Cadsby, [Journal of Behavioral and Experimental Economics](#), 100:101909.
12. “[Do Left-Behind Children Trust Others More? Evidence from Experimental Economics](#)”, (2020), with Xiaolan Yang and C. Bram Cadsby, [South China Journal of Economics](#), 4: 29-39.



13. “Are ‘Left-Behind’ Children Really Left Behind? A Lab-In-Field Experiment on The Impact Of Rural/Urban Status And Parental Migration On Children's Social Preferences”, (2020), with Bram Cadsby and Xiaolan Yang, *Journal of Economic Behavior and Organization*, 179:715-728.
14. “Organizational Legitimacy, Reputation and Status: Insights From Micro-Level Measurement”, (2020), with Alex Bitektine, Christian Vandenberghe and Kevin Hill, *Academy of Management Discoveries*, Vol 6, page 107-136.
15. “The “Sales Agent” Problem: Effort Choice under Performance Pay as Behavior Towards Risk”, (2019), with Bram Cadsby and Nikolay Zubanov, *Economic Inquiry*, Vol 57, page 1997-2016.
16. “Invoking Social Comparison to Improve Performance by Ranking Employees: The Moderating Effects of Rank Transparency, Rank Pay, and Individual Risk Attitude”, (2019), with Bram Cadsby, Jim Engle-Warnick, and Tony Fang, *Journal of Economic Psychology*, Vol 72, page 64-79.
17. “Dishonesty among children: Rural/urban status and parental migration”, (2019), with Bram Cadsby and Xiaolan Yang, *in press* in A. Bucciol and N. Montinari (eds.), *Dishonesty in Behavioral Economics*, page 31-50, Elsevier.
18. “Future Orientation, Construal Level and Ethical Decision and Judgment”, (2019), with Jin Yan, *under review*.
19. “A moral middle ground between honesty and money: How an incentivized opt-out option can increase honesty”, (2019), with Long Wang, *under review*.
20. “The Measure-Centric Model of Method Variance Explains Why Mono- and Hereto-Method Correlations Differ”, (2019), with Yongheng (Angus) Yao and Paul Spector, *under review*.
21. “Refine molar fit research: Concepts and implications” (2018), with Yongheng Yao and Zhenzhong Ma, *under review*.
22. “Firm Status And Evaluators’ Trust: The Many Ways To Trust A Firm”, (2018), with Alex Bitektine, *Journal of Business Ethics*, Vol 153, page 503-518.
23. “Ingroup Favoritism and Moral Decision Making”, (2016), with Bram Cadsby and Ninghua Du, *Journal of Economic Behavior and Organization*, Vol 128, page 59-71.





24. "The Impact of Risk Aversion And Stress On The Incentive Effect Of Performance Pay", (2016), with Bram Cadsby and Francis Tapon, *Research in Experimental Economics*, Vol 19, page 191-229.
25. "Promise Keeping, Guanxi And Mianzi: An Experimental Investigation", (2015), with Bram Cadsby, Ninghua Du and Lan Yao, *Journal of Economic Behavior and Organization*, Vol 57, page 120-133.
26. "You Scratch His Back, He Scratches Mine, And I'll Scratch Yours: Moral Hazard In Direct And Indirect Reciprocal Agency", (2015), with Chenbo Zhong, *Journal of Economic Behavior and Organization*, Vol 112, page 98-111.
27. "Specialization Choice in An Undergraduate Business Management Program: The Role of Gender", (2013), with Gerry Hunt. *Canadian Journal of Higher Education*, Vol 43, Issue 1, page 129-145.
28. "Group Size, Coordination, and the Effectiveness of The Punishment Mechanism in The VCM: An Experimental Investigation", (2013), with Bram Cadsby, Liangcong Fan and Bin Xu, *Games*, Vol 4, page 89-105.
29. "How Competitive Are Female Professionals: A Tale of Identity Conflict", (2013), with Bram Cadsby and Maros Servatka, *Journal of Economic Behavior and Organization*, Vol 92, page 284-303.
30. "A Cross-cultural Real-Effort Experiment on Wage-Inequality Information and Performance", (2013), with Bram Cadsby, Hong Liu-Kiel, Heike Schenk-Mathesy, and Xiaolan Yang, *B.E. Journal of Economic Analysis and Policy*, Vol 13, page 1095-112.
31. "Trust, Reciprocity, And Guanxi In China: An Experimental Investigation", (2012), with Yunyun Bi and Bram Cadsby. *Management and Organization Review*, Vol 8, Issue 2, page 389-413.
32. "Are You Paying Your Employees to Cheat: An Experimental Investigation", (2010), with Bram Cadsby and Francis Tapon, *B.E. Journal of Economic Analysis and Policy*, Vol 10, Issue 1.
33. "Bringing It All Together: A Model for Managing Successful Student Project Teams", (2010), with Gerry Hunt and Neil Rothenberg. *European Journal of Management*, Vol 10, page 62-71.
34. "Other-Regarding Preferences: The Effects of Gender And Decision Privacy", (2010), with Bram Cadsby and Maros Servatka. *Experimental Economics*, Vol. 13, p. 299-308.



35. "Are You Paying Your Employees to Cheat: The Effects Of Compensation Schemes", (2009), with Bram Cadsby and Francis Tapon. *Academy of Management Conference Best Paper Proceeding*.
36. "Intergroup Trust and Reciprocity in Strategic Interactions: Effects of Group Decision-Making Mechanisms", (2009). *Organizational Behavior and Human Decision Processes*, Vol. 108, p. 164-173.
37. "Trust And Reciprocity Behavior and Behavioral Forecasts: Individuals versus Group-Representatives", (2008). *Games and Economic Behavior*, Vol. 62, p. 675-696.
38. "The Influence of The Consensus Decision-Making on Intergroup Trust And Reciprocity", (2007). *Academy of Management Conference Best Paper Proceeding*.
39. "Sorting and Incentive Effects of Pay for Performance: An Experimental Investigation", (2007), with Bram Cadsby and Francis Tapon. *Academy of Management Journal*, Vol. 50, p. 387-405.
40. "Trust And Reciprocity in Intergroup Relations: Differing Perspectives and Behaviors", (2007). In S. Oda (Ed.), *Experiments in Economic Sciences: New Approaches to Solving Real-world Problems*. Publisher: Springer Verlag.
41. "Cross-Cultural Gender Differences In Behavior In A Threshold Public Goods Game: Japan Versus Canada", (2007), with Bram Cadsby, Yasuyo Hamaguchi, Toshiji Kawagoe, and Elizabeth Maynes. *Journal of Economic Psychology*, Vol. 28, p. 242-260.
42. "Trust And Reciprocity in Inter-Individual Versus Inter-Group Interactions: The Effects of Social Influence, Group Dynamics, And Perspective Biases", (2006). *Experimental Economics*, Vol. 9, No. 2.
43. "Sorting And Incentive Effects of Pay-For-Performance: Summary of An Experimental Study", (2006), with Bram Cadsby and Francis Tapon. *Academy of Management Conference Best Paper Proceeding*.
44. "Emotions In the Conflict Process: An Application Of The Cognitive Appraisal Model Of Emotions To Conflict Management", (2005), with Chris Bell. *International Journal of Conflict Management*, Vol. 16, p. 30-54.
45. "Other-Regarding Behavior And Behavioral Forecasts: Female Versus Males As Individuals And As Group Representatives", (2004), with Bram Cadsby and Tristan Morris. *International Journal of Conflict Management*, Vol. 15, p. 34-363.



**Other Refereed Contributions (equal contributions from all co-authors)**

1. “Conditional Cooperation in Solving Collective Action Problems: A 35-Country Experimental Investigation”, presented at the Shanghai Workshop of Behavioral and Experimental Economics, 2024, Shanghai, China.
2. “On the Role of Institutional Logics in Social Evaluation Process: A Firm’s Diversity, Equity and Inclusion (DEI) as a Social Signal”, presented at the “Cognition in the Rough” PDW Workshop, Academy of Management Annual Meeting, 2024, Chicago, US.
3. “Working More for More and More for Less: Labour Supply in the Gain and Loss Domains”, presented at the Workshop on Theoretical and Experimental Economics, 2024, Osaka, Japan.
4. “Conditional Cooperation and Reciprocity”, presented at the Private vs. Public Solutions to Collective Action Problems Conference, 2023, Venice, Italy.
5. “Private or public solutions to collective problems: An experimental investigation”, presented at the Canadian Economic Association (CEA) Conference, 2023, Winnipeg, MB.
6. “Working More for More and More for Less: Labour Supply in the Gain and Loss Domains”, with Nikolay Zubanov, presented at the Canadian Economic Association (CEA) Conference, 2021, Vancouver, BC.
7. “Institutional logics in social evaluation process: The effects of firms’ signals on legitimacy, reputation and status”, with Alex Bitektine, presented at the Academy of Management Conference, 2020.
8. “Working more for more and working more for less: The effects of wage gains versus wage losses on labor supply”, with Bram Cadsby and Nick Zubanov, presented at the 16<sup>th</sup> Xiangzhang Economic Conference, 2019, Shenzhen, China.
9. “Dishonesty among children: A lab-in field experiment on the impact of rural/urban status and parental migration”, with Bram Cadsby and Xiaolan Yang, presented at the Canadian Economic Association (CEA) Conference, 2018, Montreal, QC.
10. “Are you paying your employees to be creative? An experimental investigation”, presented at the Administrative Sciences Association of Canada (ASAC) Conference, 2018, Toronto, ON.
11. “Are left-behind children really left-behind: A field experiment on decision-making and social preferences”, with Bram Cadsby and Xiaolan Yang, presented at the Economics Science Association (ESA) Conference, 2017, Taipei, Taiwan.



12. “Ethical decision-making and ingroup bias”, with Bram Cadsby and Ninghua Du, presented at the International Association for Chinese Management Research (IACMR) Conference, 2016, Hangzhou, China.
13. “Ingroup favoritism and moral decision making”, with Bram Cadsby and Ninghua Du, presented at the South Ontario Behavioral Decision Research (SOBDR) Conference, 2015, Toronto, ON.
14. “Risk attitudes and effort choices under performance pay”, with Bram Cadsby and Nick Zubanov, presented at Economic Science Association Conference, 2014, Honolulu, HA.
15. “You scratch his back, he scratches mine, and I’ll scratch yours: Moral hazard in direct and indirect reciprocal agency”, with Chenbo Zhong, presented at the Canadian Economic Association Conference, 2013, Montreal, QC.
16. “Agency decision-making: A licence to cheat?”, with Chenbo Zhong, presented at the Academy of Management Conference, 2012, Boston, MA.
17. “How competitive are female professionals? A tale of identity conflict”, with Bram Cadsby and Maros Servatka, presented at the Academy of Management Conference, 2012, Boston, MA.
18. “Agency decision-making: A licence to cheat?”, with Chenbo Zhong, presented at Economic Science Association Conference, 2011, Xiamen, China.
19. “*Guanxi, Mianzi* and promise-keeping: An experimental Investigation”, with Bram Cadsby, Ninghua Du and Lan Yao, presented at the China Economist Society Conference, 2011, Beijing, China.
20. “How competitive are female professionals? A tale of identity conflict”, with Bram Cadsby and Maros Servatka, presented at the Canadian Economic Association, 2011, Ottawa, Canada.
21. “Other-regarding preferences: The effects of gender and decision privacy”, with Bram Cadsby and Maros Servatka, presented at China Economist Society Conference, 2010, Xiamen, China.
22. “The Impact of Risk Aversion and Stress on the Incentive Effect: Choking under Pressure”, with Bram Cadsby and Francis Tapon, presented at Academy of Management Conference, 2010, Montreal, Canada.
23. “Specialization choice in an undergraduate business management program: The role of gender”, with Gerry Hunt, presented at Academy of Management Conference, 2010, Montreal, Canada.



24. "Are You Paying Your Employees to Cheat: An Experimental Investigation", with Cadsby and Francis Tapon, presented at Academy of Management Conference, 2009, Chicago, Illinois.
25. "Psychological and Financial Incentives in Tournament Pay: An Artefactual Field Experiment", with Cadsby Jim Engel-Warnick and Tony Fang, presented at Academy of Management Conference, 2009, Chicago, Illinois.
26. "The Impact of Risk Aversion and Stress on the Incentive Effect of Performance Pay", with Cadsby and Francis Tapon, presented at Canadian Economic Association Meeting, 2009, Toronto, Ontario.
27. "Trust, reciprocity, and guanxi in China: An experimental investigation", with Bram Cadsby and Yunyun Bi, presented at Administrative Science Association of Canada Conference, 2007, Ottawa, Ontario.
28. "The effect of the consensus-making on intergroup trust and reciprocity in strategic interactions", presented at Academy of Management Conference, 2007, Philadelphia, Pennsylvania.
29. "The effect of overconfidence on the sorting efficiency of Pay-for-Performance", with Cadsby and Francis Tapon, presented at Academy of Management Conference, 2007, Philadelphia, Pennsylvania.
30. "Bringing it all together: A model for managing successful student project teams", with Gerry Hunt and Neil Rothenberg, presented at Academy of Management Conference, 2007, Philadelphia, Pennsylvania.
31. "Trust, reciprocity, and social distance: An experimental investigation", with Bram Cadsby and Yunyun Bi, presented at Society of Judgment and Decision Making Meeting, 2005, Toronto, Canada.
32. "Sorting and incentive effects of pay-for-performance: An experimental investigation", with Bram Cadsby and Francis Tapon, presented at SET-FEEM Workshop, 2005, Milan, Italy.
33. "The social context of conflict resolution: The effects of status and conflict issue on thoughts, emotions and behaviors", with Chris Bell, presented at Administrative Science Association of Canada Conference, 2005, Toronto, Ontario.
34. "Trust and reciprocity in strategic interactions: The effects of cognitive biases, inter- and intra-group dynamics", presented at Experiments in Economic Sciences: New Approaches to Solving Real-world Problems Conference, 2004, Kyoto, Japan.



35. “The effects of compensation schemes on self-selection and work productivity: An experimental investigation”, with Bram Cadsby and Francis Tapon, presented at Economic Science Association Annual Conference, 2004, Tucson, Arizona.
36. “Other-regarding behavior and behavioral forecasts: Females versus males as individuals and as group representatives”, with Bram Cadsby and Tristan Morris, presented at Academy of Management Conference, 2004, New Orleans, Louisiana.
37. “Trust and reciprocity: Individuals versus groups and behavior versus perceptions”, presented at Canadian Experimental & Behavioral Science Conference, 2004, Calgary, Canada.
38. “Trust and reciprocity: The differing norms of individuals and group representatives”, presented at International Association of Conflict Management Conference, 2004, Pittsburgh, Pennsylvania.
39. “Norms of fairness in inter-individual versus inter-team interactions: The effects of egocentric biases and gender”, with Bram Cadsby and Tristan Morris, presented at International Association of Conflict Management Conference, 2004, Pittsburgh, Pennsylvania.
40. “Predicting fair behavior and behaving fairly when acting for oneself and acting on behalf of a group: An experimental investigation”, with Bram Cadsby and Tristan Morris, presented at Canadian Economics Association Annual Meeting, 2004, Toronto, Ontario.
41. “Cross-cultural gender differences in behavior: Japan versus Canada”, presented at Academy of Management Conference, 2003, Seattle, Washington.
42. “Realizing one’s self through organizational goals: A group-value model of self-socialization, community benevolence, and performance”, with Chris Bell, presented at Administrative Science Association of Canada Conference, 2003, Halifax, Nova Scotia.
43. “Opening the black box: A preliminary model of individual motivation in a social dilemma context”, presented at The Public Choice Society and Economic Science Association Annual Meeting, 2002, San Diego, California.

### ***Other Research Contributions***

1. Invited speaker at the Hitotsubashi University, “(Un)Willing to lead? Men, Women and the Leadership Gap”, 2024, Tokyo, Japan.
2. Invited speaker at the Centre of Labor and Management Relations, Toronto Metropolitan University, “Working more for more and working more for less: Labor supply in the gain and loss domains”, 2021, Toronto, ON.



3. Invited speaker at the research seminar series at the School of Management, Zhejiang University, “Working more for more and working more for less: The effects of wage gains versus wage losses on labor supply”, 2019, Hangzhou, China.
4. Invited speaker at the Department of Economics Speaker Series, Carlton University, “Are ‘left-behind’ children really left behind? A lab-in-field experiment on the impact of rural/urban status and parental migration on children's social preferences”, 2018, Ottawa, Ontario.
5. Invited speaker at the Business Ethics Speaker Series at the Ted Rogers Leadership Centre, Toronto Metropolitan University, “The good and bad of generosity: A new way of understanding efficiency wages”, 2018, Toronto, Ontario.
6. Invited speaker at the research seminar series at the School of Management, Zhejiang University, “Invoking social comparison to improve performance by ranking employees: The moderating effects of rank transparency, rank pay, and individual risk attitude”, 2017, Hangzhou, China.
7. Invited speaker at the research seminar series at the School of Management, Fudan University, “The impact of risk aversion and stress on the incentive effect of performance pay”, 2016, Shanghai, China.
8. Invited speaker at the Fourth Annual International Symposium, Shanghai University of Finance and Economics, “The ‘dark side’ of organizational behavior”, 2016, Shanghai, China.
9. Invited speaker at the research seminar series at the School of Economics and Management, Central University of Finance and Economics, “Ingroup favoritism and moral decision making”, 2016, Beijing, China.
10. Invited speaker at the research seminar series at the School of Economics and Management, Henan University, “Gender and Competitive Preferences”, 2016, Kaifeng, China.
11. Invited speaker at the research seminar series at the School of Economics and Management, Tsinghua University, “Ingroup favoritism and moral decision making”, 2015, Beijing, China.
12. Invited speaker at the research seminar series at the School of Management, Guangdong University of Foreign Studies, “Gender and Professional Identities: Preference for competition”, 2015, Guangzhou, China.
13. Invited speaker at the research seminar series at the School of Management, Shanghai University of Finance and Economics, “You scratch his back, he scratches mine, and I’ll scratch yours: Moral hazard in direct and indirect reciprocal agency”, 2014, Shanghai, China.



14. Invited speaker at the research seminar series at the Sogang Experimental Economics Lab, Sogang University, “Risk attitudes and effort choices under performance pay”, 2014, Seoul, Korea.
15. Invited speaker at the research seminar series at the School of Finance, Southwestern University of Finance and Economics, “Promise keeping, *Guanxi* and *Mianzi*: An experimental investigation”, 2014, Chengdu, China.
16. Invited speaker at the research seminar series at HSBC Business School, Peking University, “Agency, delegation and deception”, 2014, Shenzhen, China.
17. Invited speaker at the research seminar series at College of Business, University of Auckland, “Gender, identity and competitiveness”, 2012, Auckland, New Zealand.
18. Invited speaker at the research seminar series at China Europe International Business School, “Gender, Sex Roles, Organizational Culture and Leadership Effectiveness: The cases of Mary Kay and Pfizer”, 2012, Shanghai, China.
19. Invited speaker at the research seminar series at College of Management and Economics, University of Guelph, “Gender, identity and competitiveness”, 2012, Guelph, Canada.
20. Invited speaker at the research seminar series at China Europe International Business School, “Are masculine women leaders more effective? The case of Mary Kay”, 2011, Shanghai, China.
21. Invited speaker at the research seminar series at University of Guelph, “How Competitive are Professional Women: A Tale of Identity Conflict”, 2010, Guelph, Canada.
22. Invited speaker at the research seminar series at Southwestern University of Finance and Economics, “Trust and Reciprocity in China and Canada”, 2010, Chengdu, China.
23. Invited speaker at the research seminar series at Zhejiang University of Science and Technology, “Trust and Reciprocity in China and Canada”, 2010, Hangzhou, China.
24. Invited speaker at the research seminar series at Zhejiang Gongshang University, “Pay-for-Performance and Cheating”, 2010, Hangzhou, China.
25. Invited speaker at the research seminar series at China Europe International Business School, “Pay-for-Performance and Cheating”, 2009, Shanghai, China.





26. Invited speaker at the research seminar series at Fudan University, “Target-based Compensation Scheme and Productivity Misrepresentation: An Experimental Investigation”, 2009, Shanghai, China.
27. Invited speaker at the research seminar series at Shanghai University of Finance and Economics, “Risk Aversion, Stress and the Incentive Effect of Pay-for-Performance”, 2009, Shanghai, China.
28. Invited speaker at the research seminar series at Xiamen University, “Trust, Reciprocity and *Guanxi* in China”, 2009, Xiamen, China.
29. Invited speaker at the Research Seminar Series at College of Arts, University of Waterloo, “The Impact of Risk Aversion and Stress on the Incentive Effect of Performance Pay”, 2009, Canada.
30. Invited speaker at the research seminar series at University of Auckland, “Are You Paying Your Employees to Cheat: An Experimental Investigation”, 2008, Auckland, New Zealand.
31. Invited speaker at the research seminar series at University of Canterbury, “Social comparison, financial incentives and risk attitudes in tournament-based compensation schemes: An artefactual field experiment”, 2008, Christchurch, New Zealand.
32. Invited speaker at the research seminar series at Shanghai University of Finance and Economics, “Trust, reciprocity, and *guanxi* in China: An experimental investigation”, 2007, Shanghai, China.
33. Invited participant at the Junior OB Faculty Consortium, Academy of Management Conference, 2007, Philadelphia, Pennsylvania.
34. Invited participant at the Trust Manuscript Development Workshop, Academy of Management Conference, “Trust, reciprocity, and *guanxi* in China: An experimental investigation”, 2007, Philadelphia, Pennsylvania.
35. Invited participant at the SIM Manuscript Development Workshop, Academy of Management Conference, “Does your Compensation Scheme Induce Your Employees to Cheat? An experimental investigation”, 2007, Philadelphia, Pennsylvania.
36. Invited speaker at the International Conference on Trust, Reciprocity, and Cooperation, University of Hokkaido, “Trust and reciprocity in strategic interactions: The effects of cognitive biases, inter- and intra-group dynamics”, 2006, Japan.



37. Invited speaker at the research seminar series at College of Commerce, Waseda University, “The effects of compensation schemes on self-selection and productivity: An experimental investigation”, 2006, Japan.
38. Invited speaker at research seminar series at Dongbei University of Finance and Economics, “Trust, reciprocity, and intergroup relations”, 2005, China.
39. Invited participant in the Doctorial Consortium of the Conflict Management Division, Academy of Management Conference, 2004, New Orleans.
40. Invited participant in the International Foundation for Research in Experimental Economics Workshop, 2004, George Mason University.
41. Invited speaker at research seminar series at Zhejiang Gongshang University, “Trust, reciprocity, and group decision-making”, 2004, China.
42. Invited speaker at research seminar series at Queensland University of Technology, “The interaction effect of compensation schemes and self-selection on work performance”, 2004, Australia.
43. Invited speaker at research seminar series at China European International Business School on Cross-Cultural Management and Experimental Business Research: “Cross-cultural gender differences in behavior: Japan versus Canada”, 2002, China.

#### **ACADEMIC SERVICE CONTRIBUTIONS**

Associate Editor, **Personnel Review** (A level journal on ABDC list)

Associate Editor, **Journal of Behavioral and Experimental Economics** (A level journal on ABDC list).

*Ad hoc* reviewer for Academy of Management Journal, Organizational Behavior and Human Decision Processes, Human Performance, International Journal of Human Resource Management, American Economic Review, Games and Economic Behavior, Group and Organizational Management, Journal of Organizational Behavior, Journal of Economic and Management Strategy, South Economic Journal, The Economic Journal, American Journal of Political Science, Journal of Economic Psychology, Economic Inquiry, Journal of Behavioral and Experimental Economics, Canadian Journal of Economics, Management and Organization Review, International Journal of the Economics of Business, International Journal of Organizational Analysis.

#### **GRADUATE THESIS SUPERVISION / EXAMINATION**



Haozhi Li, PhD Thesis Supervision, 2024.

Jaec Emtage, “The Effects of Sleepiness, Loss Aversion and Moral Intensity On (Un)Ethical Behaviour”, MSc Thesis Supervision, 2023.

Karun Tangri, “Tipping the Scales: Motivating Green Second-Hand Electronic Purchases Through Sustainable Messaging”, MSc Thesis Co-Supervision, 2023.

Caitlin Belfiore, “Beyond ‘I Trust You to Do What’s Right’: Understanding When And How Signaled Trust Mitigates Dishonest Behaviour In The Workplace”, MSc Thesis Examination Committee, 2023.

Hannah James, “When the little things aren’t so little: Exploring the role of self-compassion following experiences of workplace ostracism”, MSc Thesis Examination Committee, 2023.

Dylan Parnell, “What’s next? Remote work evidence prior to and during covid-19 to Support organizational decision making in the post-pandemic future of work”, MSc Thesis Supervision, 2022.

Talia Emanuel, “Investments in human capital: Disability status in the University and Workplace”, MSc Thesis Co-Supervision, 2022.

Pearlyn Ng, “Just looking out for us: Understanding the role of ingroup prototypes in follower support of self-serving leadership”, MSc Thesis Examination Committee, 2021.

Steven Kavaratzis, “How well we know wellness: closing the gap on wellness intervention research in the workplace through mixed-methods topic modelling”, MSc Thesis Examination Committee, 2021.

Megan Herrewynen, “how organizational transgressions can prompt deviance and helping behaviour via guilt: An employee-centric perspective”, **MSc Thesis Examination Committee, 2021.**

Laura Hymas, “Employee feedback-seeking behavior and leader support: An attachment theory perspective”, MSc Thesis Supervision, 2019.

Dan Quintal-Curcic, “Envious bosses: How leader envy mediates the relationship between follower power and leader-member exchange”, MSc Thesis Co-Supervision, 2018.

Sophia Janet Lam, “Pay-for-creativity: A tool of retention”, MSc Thesis Supervision, 2017.



Vanessa Martini, “The effect of time pressure on uncivil communication behaviour”, MSc Thesis Co-supervision, 2017.

Mengyuan Yang, “The correlation between self-esteem and workplace incentive preferences among the post-90s generation”, MRP Supervision, 2017.

Yixin Guo (Visiting PhD from Fudan University at Toronto Metropolitan), “Intrinsic Goal-Setting: Implications on Work Motivation and Satisfaction”, PhD co-supervision, 2015.

Joury Younes, “Global Influence on the Banking Industry in Canada: A Case Study of Scotia Bank”, MRP Supervision, 2015.

Charlie Shi, “The Effects of Brand Diversification on Market Growth: A New Methodology of Brand Selection”, MRP Supervision, 2015.

Robert Bajko, “Modeling the Changing Attitude and the Uses of Mobile Technology in the Corporate Environment”, Doctoral Dissertation, 2014.

Vitha Krishnamurthy, “How to Improve Collaboration in Teleworking Environment”, MRP Supervision, 2014.

Natasha DeSouza, “Organizational Change in the Canadian Public Sector”, MRP Supervision, 2014.

Ahalya Rajeswaran, “Work-life Conflict as it Relates to Mental Health in Today’s Workplace”, MRP Supervision, 2013.

Kevin K Kin Szeto, “Performance Evaluation, Over-Confidence Bias and Cross-Cultural Implications”, MRP Supervision, 2013.

Jonathan Seres, MRP Supervision, 2013

Jillian Fairclough, MRP Supervision, 2013

Yan Zhou, “Confucian Values and Attitudes toward Time Discounting and Financial Risk”, Master Dissertation, 2007.

Yunyun Bi, “Trust, Reciprocity and Social Distance in China: An Experimental Investigation”, Master Dissertation, 2006.

## **PROFESSIONAL AFFILIATIONS**

Academy of Management



**Ted Rogers  
School of  
Management**

Administrative Sciences Association of Canada  
International Association of Conflict Management  
Economics Science Association  
Canadian Economics Association