

## **FEI SONG**

### **CURRICULUM VITAE**

Associate Professor, Human Resources Management/Organizational Behaviour

TRS 3-072, Ted Rogers School of Management, Ryerson University

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<http://www.ryerson.ca/tedrogersschool/f-song>

#### **Biographical Sketch:**

Dr. Fei Song is an Associate Professor of HRM/OB in the Ted Rogers School of Management, Ryerson 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) behavioural decision-making, e.g. cooperation and competition, trust and reciprocity, fairness, group decision-making, cross-cultural issues, and 2) 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, Organizational Behavior and Human Decision Processes, Management and Organization Review, Game and Economic Behavior, International Journal of Conflict Management, Experimental Economics, and Journal of Economic Psychology. She teaches in the areas of organizational behavior, cross-cultural and global management, strategic thinking and negotiation, strategic compensation, and research methods.

#### **Qualifications:**

PhD Schulich School of Business, York University.

MBA University of Guelph.

Post-graduate Diploma, International Tourism Institute, Switzerland.

BA Guangdong University of Foreign Studies, China.

#### **Research Interests:**

Behavioural Decision-Making

Strategic Compensation

Productivity

Cross-Cultural Management

#### **Teaching:**

EMBA

Strategic Compensation

MBA

Managing in a Diverse World  
 Cross-Cultural Management  
 Strategic Decision-Making  
 Organizational Behavior and Management Skills  
 Research Methods

### **Undergraduate**

Organizational Behaviour I  
 Organizational Behaviour II  
 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**

- 2009 – Associate Professor, Ted Rogers School of Business Management, Ryerson University
- 2011 - Visiting Associate Professor, China Europe International Business School  
 2012
- 2005 – Assistant Professor, Ted Rogers School of Business Management, Ryerson University  
 2009
- 2000 – Lecturer, Schulich School of Business, Atkinson College, York University  
 2005
- 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**

- 2014 Striving to be the “Ideal” Employee through Working Long Hours: Its Multi-Dimensional, Multi-Level Determinants and Public Policy Implications. Submitted to Insight Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$151,500. (Principal-Investigator)

- 2014 Bringing the “Audience” onto the Stage: Experimental Exploration of Social Judgments Formation at the Micro-Organizational Level, Insight Development Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$65,868. (Co-Investigator)
- 2014 Centre for Labour Management Relations, Ryerson University. Amount: \$17,000. (Principal and Sole Investigator)
- 2014 Ted Rogers School of Management Internal Research Grant, Ryerson University. Amount: \$7,000. (Principal and Sole Investigator)
- 2013 Ted Rogers School of Management Internal Research Grant, Ryerson University. Amount: \$5,000. (Principal and Sole Investigator)
- 2012 SRC (Scholarship, Research and Creativity) Award Grant, Ryerson University. Amount: \$2,000. (Principal and Sole Investigator)
- 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 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, Ryerson University
- 2010 The Effects of Risk Aversion and the Effectiveness of Pay-for-Performance, Ryerson 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, Ryerson 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, Ryerson University
- 2006-08 Building a Cooperative Business Culture, New Faculty Development Grant from Ryerson 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, Ryerson University. Amount: \$10,000. ((Principal and Sole Investigator)
- 2006 Strategic HRM, Faculty of Business Travel Grant, Ryerson 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)

### **Full Publication/Presentation List:**

#### **Refereed Journal Articles**

1. “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.
2. “Promise keeping, Guanxi and Mianzi: An experimental investigation” (2014), with Bram Cadsby, Ninghua Du, and Lan Yao, *revised-and-resubmitted at* Journal of Behavioral and Experimental Economics.

3. "Middle-status trust: A theory and empirical investigation", with Alex Bitektine, *under review at Academy of Management Journal*.
4. "Psychological Incentives, Financial Incentives, and Risk Attitudes in Tournaments: An Artefactual Field Experiment" (2014), with Bram Cadsby, Jim Engle-Warnick, and Tony Fang, *under review*.
5. "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.
6. "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.
7. "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.
8. "A Cross-cultural Real-Effort Experiment on Wage-Inequality Information and Performance", (2013), with Bram Cadsby, Hong Liu-Kiel, Heike Schenk-Mathes, and Xiaolan Yang, *In press*, B.E. Journal of Economic Analysis and Policy.
9. "The Impact of Risk Aversion and Stress on the Incentive Effect of Performance Pay", (2014), with Bram Cadsby and Francis Tapon. *Under Review*.
10. "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.
11. "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.
12. "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.
13. "Other-regarding preferences: The effects of gender and decision privacy", (2010), with Bram Cadsby and Maros Servatka. Experimental Economics, Vol. 13, p. 299-308.
14. "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.
15. "Intergroup Trust and Reciprocity in Strategic Interactions: Effects of Group Decision-Making Mechanisms", (2009). Organizational Behavior and Human Decision Processes, Vol. 108, No. 1.
16. "Trust and reciprocity behavior and behavioral forecasts: Differing dynamics between individuals and between group-representatives", (2008). Games and Economic Behavior, Vol. 62, No. 2.

17. "The influence of the consensus decision-making on intergroup trust and reciprocity", (2007). Academy of Management Conference Best Paper Proceeding.
18. "The effects of compensation schemes on self-selection and productivity: An experimental investigation", (2007), with Bram Cadsby and Francis Tapon. Academy of Management Journal, Vol. 50, No. 2.
19. "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.
20. "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, No. 2.
21. "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.
22. "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.
23. "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, No. 3.
24. "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, No. 4.

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

1. "Risk attitudes and effort choices under performance pay", with Bram Cadsby and Nick Zubanov, to be presented at Economic Science Association Conference, 2014, Honolulu, HA.
2. "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.
3. "Agency decision-making: A licence to cheat?", with Chenbo Zhong, presented at the Academy of Management Conference, 2012, Boston, MA.
4. "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.
5. "Agency decision-making: A licence to cheat?", with Chenbo Zhong, presented at Economic

Science Association Conference, 2011, Xiamen, China.

6. “*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.
7. “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.
8. “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.
9. “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.
10. “Specialization choice in an undergraduate business management program: The role of gender”, with Gerry Hunt, presented at Academy of Management Conference, 2010, Montreal, Canada.
11. “Are You Paying Your Employees to Cheat: An Experimental Investigation”, with Cadsby and Francis Tapon, presented at Academy of Management Conference, 2009, Chicago, Illinois.
12. “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.
13. “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.
14. “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.
15. “The effect of the consensus-making on intergroup trust and reciprocity in strategic interactions”, presented at Academy of Management Conference, 2007, Philadelphia, Pennsylvania.
16. “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.
17. “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.
18. “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.
19. “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.
  20. “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.
  21. “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.
  22. “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.
  23. “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.
  24. “Trust and reciprocity: Individuals versus groups and behavior versus perceptions”, presented at Canadian Experimental & Behavioral Science Conference, 2004, Calgary, Canada.
  25. “Trust and reciprocity: The differing norms of individuals and group representatives”, presented at International Association of Conflict Management Conference, 2004, Pittsburgh, Pennsylvania.
  26. “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.
  27. “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.
  28. “Cross-cultural gender differences in behavior: Japan versus Canada”, presented at Academy of Management Conference, 2003, Seattle, Washington.
  29. “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.
  30. “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.



***Work-in-Progress***

1. “Will in-group bias attempt people to cross the moral boundary? An experimental study”, with Bram Cadsby and Ninghua Du.
2. “Does full day kindergarten bridge the gaps in academic performance for disadvantaged children by socio-economic status? Evidence from a natural experiment”, with Bram Cadsby and Jiayuan Teng.
3. “Gender, sex roles, organizational culture and leadership effectiveness: The cases of Mary Kay and Pfizer”, with Jean Lee and Fiona Chen.
4. “How do you evaluate and react to different types of risk?”, with Bram Cadsby and Nick Zubanov.
5. “The Effect of overconfidence on the sorting efficiency of Pay-for-Performance”, with Cadsby and Francis Tapon.
6. “Happy workers are more productive: Does it work through intrinsic or extrinsic motivation?”, with Bram Cadsby.
7. “Individual competitiveness, organizational culture, and the sorting and incentive effects of tournament-based pay”.

***IV. Other Research Contributions***

1. 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.
2. 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.
3. 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.
4. Invited speaker at the research seminar series at HSBC Business School, Peking University, “Agency, delegation and deception”, 2014, Shenzhen, China.
5. Invited speaker at the research seminar series at College of Business, University of Auckland, “Gender, identity and competitiveness”, 2012, Auckland, New Zealand.

6. 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.
7. Invited speaker at the research seminar series at College of Management and Economics, University of Guelph, “Gender, identity and competitiveness”, 2012, Guelph, Canada.
8. 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.
9. Invited speaker at the research seminar series at University of Guelph, “How Competitive are Professional Women: A Tale of Identity Conflict”, 2010, Guelph, Canada.
10. Invited speaker at the research seminar series at Southwestern University of Finance and Economics, “Trust and Reciprocity in China and Canada”, 2010, Chengdu, China.
11. Invited speaker at the research seminar series at Zhejiang University of Science and Technology, “Trust and Reciprocity in China and Canada”, 2010, Hangzhou, China.
12. Invited speaker at the research seminar series at Zhejiang Gongshang University, “Pay-for-Performance and Cheating”, 2010, Hangzhou, China.
13. Invited speaker at the research seminar series at China Europe International Business School, “Pay-for-Performance and Cheating”, 2009, Shanghai, China.
14. Invited speaker at the research seminar series at Fudan University, “Target-based Compensation Scheme and Productivity Misrepresentation: An Experimental Investigation”, 2009, Shanghai, China.
15. 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.
16. Invited speaker at the research seminar series at Xiamen University, “Trust, Reciprocity and *Guanxi* in China”, 2009, Xiamen, China.
17. 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.
18. 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.
19. 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.

20. 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.
21. Invited participant at the Junior OB Faculty Consortium, Academy of Management Conference, 2007, Philadelphia, Pennsylvania.
22. Invited participant at the Trust Manuscript Development Workshop, Academy of Management Conference, “Trust, reciprocity, and *guanxi* in China: An experimental investigation”, 2007, Philadelphia, Pennsylvania.
23. 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.
24. 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.
25. 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.
26. Invited speaker at research seminar series at Dongbei University of Finance and Economics, “Trust, reciprocity, and intergroup relations”, 2005, China.
27. Invited participant in the Doctorial Consortium of the Conflict Management Division, Academy of Management Conference, 2004, New Orleans.
28. Invited participant in the International Foundation for Research in Experimental Economics Workshop, 2004, George Mason University.
29. Invited speaker at research seminar series at Zhejiang Gongshang University, “Trust, reciprocity, and group decision-making”, 2004, China.
30. 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.
31. 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**

*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, The Economic Journal, American Journal of Political Science, Journal of Economic Psychology, 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**

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 Work Place”, 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

Administrative Sciences Association of Canada

International Association of Conflict Management

Economics Science Association

Canadian Economics Association

## MEDIA MENTIONS OF RESEARCH

**Business Standard (April 27, 2015): How the Network Works.**

[http://www.business-standard.com/article/management/how-the-network-works-115042600697\\_1.html](http://www.business-standard.com/article/management/how-the-network-works-115042600697_1.html)

**The Economic Times (April 13, 2015): How CEOs inflate their salaries.**

[http://economictimes.indiatimes.com/articleshow/46887575.cms?utm\\_source=contentofinterest&utm\\_medium=text&utm\\_campaign=cppst](http://economictimes.indiatimes.com/articleshow/46887575.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)

<http://economictimes.indiatimes.com/magazines/panache/how-ceos-inflate-their-salaries/articleshow/46887575.cms>

**Huffington Post Canada Business News (April 10, 2015): CEO pay may be boosted by fellow CEOs.**

[http://www.huffingtonpost.ca/2015/04/09/ceo-pay-may-be-boosted-by\\_n\\_7031010.html](http://www.huffingtonpost.ca/2015/04/09/ceo-pay-may-be-boosted-by_n_7031010.html)

**Canadian Broadcast Corporation News – The Exchange with Amanda Lang (April 10, 2015): How CEOs inflate their salaries.**

**Ryerson University Media Room (April 9, 2015): New study by Toronto researchers points to how corporate executives can benefit financially from an exclusive VIP network.**

[http://www.ryerson.ca/news/media/General\\_Public/20150409\\_RN\\_CEOcompensation.html](http://www.ryerson.ca/news/media/General_Public/20150409_RN_CEOcompensation.html)

**Canadian Broadcast Corporation News - Business (April 9, 2015): Canadian Broadcast**

**Corporation News - Business (April 9, 2015):** CEO pay may be boosted by fellow CEOs, researchers say. Board members who raise a CEO's compensation may pay benefit from cycle of raises.

<http://www.cbc.ca/news/business/ceo-pay-may-be-boosted-by-fellow-ceos-researchers-say-1.3025246?cmp=rss>

**Canadian HR Reporter (October 21, 2013):** ‘Identity conflicts’ holding women back: Conflicting identity roles can reduce competitiveness, hurt career.

<http://www.hrreporter.com/userlogin?article=19185-identity-conflicts-holding-women-back>

**Canadian HR Reporter (September 13, 2013):** Women face internal identity conflicts in the workplace.

<http://www.hrreporter.com/articleview/18813-women-face-internal-identity-conflicts-in-the-workplace-study>

**PhysOrg (September 13, 2013):** Women who see themselves as warm, supportive tend to compete less in workplace, study finds.

**The Wall Street Journal (May 18, 2010):** Study: Bonuses Entice Cheating. *By Meena Thiruvengadam.*

**Ryerson University Media Room (May 17, 2010):** Employees more likely to cheat with bonus incentive programs.

[http://www.ryerson.ca/news/media/General\\_Public/20100517\\_RN\\_bonusche.html](http://www.ryerson.ca/news/media/General_Public/20100517_RN_bonusche.html)

**Globe and Mail (Monday, May 17, 2010, Page C1):** Do bonuses create cheaters?

<http://www.theglobeandmail.com/report-on-business/do-bonuses-create-cheaters/article1571307/>

**CTV (Monday, May 17, 2010):** Do bonuses create cheaters?

<http://www.ctv.ca/generic/generated/static/business/article1571307.html>

**Ryerson University Media Room (April 24, 2009):** Hold executives personally accountable for business decisions, researcher suggests.

**OMNI Television (Business News Documentary, December 9 and 16, 2006):** Pay-for-performance plans and its impact on employers and employees.

**Government Executive (August 17, 2006)** Pay + Benefit Watch: Risk Takers.

[http://www.govexec.com/story\\_page.cfm?articleid=34793&ref=rellink](http://www.govexec.com/story_page.cfm?articleid=34793&ref=rellink)

**Globe and Mail (Friday, August 4, 2006, Page C1):** Pay-for-performance plans can motivate -- or backfire.

**Ryerson University Media Room (August 2, 2006):** Pay-for-performance benefits employees and employers. [http://www.ryerson.ca/news/media/General\\_Public/20060802\\_st\\_augresea.html](http://www.ryerson.ca/news/media/General_Public/20060802_st_augresea.html)