

Ya-Ru Chen

Samuel Curtis Johnson Graduate School of Management, Cornell University
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Education

Ph.D. in Psychology, Columbia University
 M.A. in Organizational Psychology, Teachers College, Columbia University
 B.A. in English Literature, Soochow University, Taiwan

Academic Positions

2014 Academic Dean for China Initiatives,
 Johnson School of Management, Cornell University

2013-2014 Academic Director of China Initiatives,
 Area Coordinator for the area of Management and Organizations
 Johnson School of Management, Cornell University

2010-2013 Co-Director of the Emerging Markets Institute,
 Johnson School of Management, Cornell University

2010 Nicholas. H. Noyes Professor of Management, Professor of Global Business
 Faculty Director of China Executive Education Programs,
 Johnson School of Management, Cornell University

2009 Professor of Management and Global Business,
 Faculty Director of the Cornell-Nanjing Executive Education Program,
 Co-Director of Global Initiatives,
 Johnson School of Management, Cornell University

2008 Professor of Management and Global Business, Rutgers Business School

2004 Tenured Associate Professor of Management and Global Business, Rutgers
 Business School

1996-2004 Assistant Professor of Management and International Business, Stern School of
 Business, New York University

Honors and Awards

2014 China National Thousand Talent Award in Management

2011 Faculty Research Award, Johnson School of Management, Cornell University

2010 - Senior Advisor, Cisco Leadership Institute, Guanghua Graduate School of
 Management, Peking University

2008 - Senior Research Fellow, Cheung Kong Graduate School of Business

2008 Best Micro Paper Award, International Association of Chinese Management Research

2006 Faculty Research Grant Award, Rutgers Business School

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| 2004 | Research Award, Stern School of Business, New York University |
| 2003 | Research Award, Stern School of Business, New York University |
| 2002 | Best Paper Award, OB Division of Academy of Management |
| 1997 | Research Grant, Columbia Business School Chazin Institute |
| 1996 | Research Grant, Center for International Business Education, Columbia University |
| 1996 | Research Grant, Citicorp Behavioral Sciences Research Council |
| 1994 | Research Grant, Columbia Business School Chazin Institute |
| 1991-96 | International Graduate Student Scholarship, Columbia University |

Invited External Speeches:

National Human Resource Management Conference, Nanjing University, November, 2015
“Leadership: Inspiring, engaging, and enabling”

The Global Deans Forum, HSBC School of Business, Peking University, October, 2014
“Global Mindset in Business Education”

The China General Nuclear Power Group, June, 2014
“Organizational Culture and Change”

Shanghai Office of Foreign Affairs, November 2014
“Communication across Borders”

2012 Mercedes Benz Sales Event, Shanghai, February, 2012
“Selling Value as Opposed to Selling Price”

British Chamber of Commerce, Shanghai, August 2009
“Achieving Mutually Beneficial Negotiation Outcomes: Domestically and Globally”

The Economist, Beijing, April 2008
“Global Leadership”

Professional Activities

Editorial Board:

Administrative Science Quarterly, 2013 –

Organization Science, 2009 -2016

Management and Organization Review, 2002 – present

Academy of Management Review, 2003 - 2009

Committee Chair: AMR Best Paper Selection Committee, 2007

Guest Editor:

Special Issue on “Leadership in the Chinese Context”, *Management and*

Organization Review, forthcoming 2014
 Special Issue on “Attaining, Maintaining, and Experiencing Status in
 Organizations and Markets”, *Organization Science*, 2012

Ad Hoc Reviewer

National Science Foundation
 Research Grants Council of Hong Kong
Administrative Science Quarterly
Academy of Management Journal
Journal of Personality and Social Psychology
Organizational Behavior and Human Decision Processes
Psychological Bulletin
Organization Science
Journal of International Business Studies
Psychological Science
Asian Journal of Social Psychology
Applied Psychology: An International Review
Personality and Individual Differences

Research Interests

Culture and intergroup relations, groups
 Culture and organizational justice
 Culture and negotiation
 Culture and status, power

Teaching Interests and Experience

Under development:

Global Leadership

Courses taught:

2011 - Selected Topics of Micro Organizational Behavior Seminar
 - PhD, Johnson School of Management
 2010 - Negotiation Essentials, MBA, Johnson School of Management
 Cross-cultural Management, MBA, Johnson School of Management
 Negotiation
 - Cornell-Nanjing Executive Education Program, Johnson School of Management
 - Cornell-Peking Executive Education Program, Johnson School of Management
 2009 International Negotiation
 - Osram Executive Development Program, Johnson School of Management
 - Cornell-Nanjing Executive Education Program, Johnson School of Management
 2006- Theory and Research in Organizational Behavior

- 2004- - PhD, Rutgers Business School
Organization Behavior Core Course
- MBA, Rutgers Business School
Negotiations
- MBA, Rutgers Business School
- EMBA, Cheung Kong School of Business, China
- 1996-2004 Global Manager and Negotiator
- MBA, Stern School of Business
- 1999-2004 Managing Organizations Core Course
- MBA, Stern School of Business

Book Publication

Chen, Y. (2006). Theme Editor for *Research on managing groups and teams: National culture and groups* (Volume 9, with Serial Editors: Mannix, E.A. and Neale, M.)

Refereed Journal Publications

- Blader, S., Shirako, A., & Chen, Y. (2016). Looking out from the top: Differential effects of status and power on perspective taking. *Personality and Social Psychology Bulletin*, 42, 723-737
- Zhao, G., Chen, Y., & Brockner, J. (2015) What influences how procedurally fair managers are toward their subordinates? The role of subordinate trustworthiness. *Journal of Experimental Social Psychology*, 59, 96-112.
- Zhang, Z., Chen, G., Chen, Y., & Ang, S. (2014). Business Leadership in the Chinese Context: Trends, Findings, and Implications. *Management and Organization Review*, 10 (2), 199-221.
- Blader, S., & Chen, Y. (2012). Differentiating the effects of status and power: A justice perspective. *Journal of Personality and Social Psychology*, 102, 994-1014.
- Chen, Y., Peterson, R., Phillips, D., Podolny, J., & Ridgeway, C. (2012). Bringing “status” to the table: Attaining, maintaining, and experiencing status in organizations and markets. *Organization Science*, 23, 299-307.
- Blader, S., & Chen, Y. (2010). What influences how higher status people respond to lower status others? Effects of procedural fairness, outcome favorability, and concerns about status. *Organizational Science*, 22, 1040-1060.
- Chen, Y., Chen, X., & Portnoy, R. (2009). Reciprocating positive and negative inequitable offers: Culture, emotion, and reciprocity. *Journal of Experimental Social Psychology*, 45, 24-34.

Received “the Best Micro Paper” Award from the International Conference of Chinese

- Management Research, 2008.
- Brewer, M.B., & Chen, Y. (2007). Where (and who) are collectives in collectivism: Toward conceptual clarification of individualism and collectivism. *Psychological Review*, *114*, 133-151.
- Brockner, J., De Cremer, D., van den Bos, K., & Chen, Y. (2005). To whom does the relational model of procedural fairness apply? The moderating influence of interdependent self-construal. *Organizational Behavior and Human Decision Processes*, *96*, 155-167.
- Chen, C., Chen, Y., & Xin, K. (2004). Guanxi practices and trust in management: A procedural justice perspective. Special Issue on Corporate Transformations in the People's Republic of China. *Organization Science*, *15*, 200-209.
- Morrison, E.W., Chen, Y., & Salgado, S. (2004). Cultural differences in newcomer feedback seeking: A comparison of the United States and Hong Kong. *Applied Psychology: An International Review*, *53*, 1-22.
- Chen, Y., Brockner, J., & Greenberg, J. (2003). When is it "a pleasure to do business with you?" The effects of relative status, outcome favorability, and procedural Fairness. *Organization Behavior and Human Decision Processes*, *92*, 1-15.
Received "Best Paper" Award from the Organizational Behavior Division, Academy of Management, 2002.
- Chen, Y., Mannix, E.A., & Okumura, T. (2003). The importance of who you meet: Effects of self-versus other-concerns among negotiators in the United States, the People's Republic of China, and Japan. *Journal of Experimental Social Psychology*, *39*, 1-15.
- Chen, Y., Brockner, J., & Chen, X. (2002). Individual-collective primacy and ingroup favoritism: Enhancement and protection effects. *Journal of Experimental Social Psychology*, *38*, 482-491.
- Mezias, S., Chen, Y., & Murhpy, P. (2002). Aspiration-level adaptation in an American financial services organization: A field study. *Management Science*, *48*, 1285-1300. (equal authorship between the first two authors)
- Mezias, S., Chen, Y., Murphy, P., Biaggio, A., Chuawanlee, W., Hui, H., Starr, S., & Okumura, T. (2002). National cultural distance as liability of foreignness: The issue of level of analysis. *Journal of International Management*, *8*, 407-421. (equal authorship between the first two authors)
- Brockner, J., Chen, Y., Mannix, E. A., Leung, K., & Skarlicki, D. (2000). Culture and procedural justice: When the effects of what you do depend upon how you do it. *Administrative Science Quarterly*, *45*, 138-159. (equal authorship between the first two authors)

Reprinted in C.L.Cooper & W.H. Starbuck (Eds.), *Work and Workers: A Three-Volume Set*. Thousand Oaks: Sage Publications, 2005.

Mezias, S., Chen, Y., & Murphy, P. (1999). Toto, I don't think we're in Kansas anymore: Some footnotes to cross-cultural research. *Journal of Management Inquiry*, 8, 323-333. (equal authorship between the first two authors)

Chen, Y., Brockner, J., & Katz, T. (1998). Toward an explanation of cultural differences in in-group favoritism: The role of individual versus collective primacy. *Journal of Personality and Social Psychology*, 75, 1490-1502.

Brockner, J., & Chen, Y. (1996). The moderating roles of self-esteem and self-construal in reaction to a threat to the self: Evidence from the People's Republic of China and the United States. *Journal of Personality and Social Psychology*, 71, 603-615.

Chen, Y., & Church, A. (1993). Reward allocation preferences in groups and organizations. *International Journal of Conflict Management*, 4, 25-59.

Book Review

Chen, Y. (2007). *Social Psychology and Economics*, by David DeCremer, Marcel Zeelenberg, and J. Keith Murnighan (Eds.), *Administrative Science Quarterly*, 52, 338-341.

Book Chapters

Li, H., Chen, Y., & Blader, S.L. (forthcoming) Where is context: Advancing status research with a contextual value perspective. In Barry Staw and Arthur Brief (Ed.), *Research in Organization Behavior*.

Blader, S. L., Chen, Y. (2014). What's in a Name? Status, Power, and Other Forms of Social Hierarchy. In Joey T. Cheng, Jessica L. Tracy, Cameron Anderson (Ed.), *The Psychology of Social Status* (pp. 71-95). New York: Springer.

Silberzahn, R., & Chen, Y. (2012). Beyond cross-national comparisons: Unpacking interactions across national cultures. In M. A. Neale and E.A. Mannix (Eds.), *Research in Managing Groups and Teams (Vol. 15)*.

Chen, Y., Zhao, G., & Lee, J. (2010). Support for a manager or a leader? Toward a relational vs. collective distinction of procedural justice. In R. Kramer, G. J. Leonardelli, and R. W. Livingston (Eds.), *Social Cognition, Social Identity, and Intergroup Relations: A Festschrift in Honor of Marilyn B. Brewer*. New York, NY: Psychology Press.

Chen, Y., Leung, K., & Chen, C. (2009). Bringing national culture to the table: Making a difference

- through cross-cultural differences and perspectives. In J. Walsh & A. Brief (Eds.), *The Academy of Management Annals* (Vol. 3, pp. 217-249).
- Chen, Y. (2006). National culture and groups. In E. A. Mannix, E.A., M. A. Neale, & Y. Chen (Eds.), *Research on managing groups and teams: National culture and groups* (Vol. 9).
- Hernandez, M., Chen, Y., & Wade-Benzoni, K. (2006). Toward an Understanding of psychological Distance Reduction Between Generations: A Cross-cultural Perspective. In E.A. Mannix, M.A. Neale, & Y. Chen (Eds.), *Research on managing groups and teams: National culture and groups* (Vol. 9, pp. 3-20).
- Chen, Y. (2005). The importance of being a big fish versus being in a big pond: Effects of intra-group status versus inter-group status across cultures. In M. A. Neale, E.A., Mannix, & M. Thomas-Hunt, & (Eds.), *Research on managing groups and teams: Status and groups* (Vol. 7, pp. 43-68).
- Chen, Y., Blount, S., & Sanchez-Burks, J. (2004). The role of status in group synchronization. In M.A. Neale, E.A. Mannix, & S. Blount (Eds.), *Research on managing groups and teams: Time and groups* (Vol. 6).
- MezS., Murphy, P. Chen, Y., & Calhoun, M.A. (1999). Dynamic performance measurement systems for a global world: The complexities to come. Stephen Mezas, Patrice Murphy, and Mikelle A. Calhoun. In Choi, F.D.S. (Ed.), *International Accounting and Finance Handbook*. New York: John Wiley & Sons, Inc.
- Murhpy, P., Mezas, S., & Chen, Y. (2001). Adapting aspirations to feedback: The role of success and failure. In T. Lant, and Z. Shapira (Eds.), *Managerial and Organizational Cognition*. Mahwah, NJ: Lawrence Erlbaum.

Conference Best Paper Proceedings

- Chen, Y., Brockner, J., & Greenberg, G. (2002). When is it “a pleasure to do business with you?” The effects of relative status, outcome favorability, and procedural fairness. *Academy of Management Best Papers Proceedings 2002*. (OB Division Best Paper Award)
- Chen, Y. & Brockner, J. (1996). The moderating roles of self-esteem and self-construal in reaction to a threat to the self: Evidence from the People's Republic of China and the United States. *Academy of Management Best Papers Proceedings 1996*.

Working Papers

- Reitman, L., Blader, S., & Chen, Y. Justice from Above and Below: The Moderating Effect of Relative Rank on Procedural Justice Reactions. Invited for resubmission at *Journal of Experimental Social Psychology*.

Zhang, Y., Chen, Y.-R., Brewer, M., Yoon, H. J., Different strokes for different folks: Differentiating personalized, depersonalized, and individuated work styles across China and the U.S. Under review at *Organization Science*.

Zhao, G., Chen, Y.R., Blader, S. When hierarchical values collide: Effects of power distance (in)congruence on supervisor-subordinate relations.

Chen, Y., Blader, S., Li, H., & Ridgeway, C. The world is not flat: Hierarchical dynamics across cultures. Invited for submission to *Research in Organization Behavior*.

Projects Underway

Chen, Y, Brewer, M., Zhao, G., Yoon, H.J. “Support for a supervisor or a leader? Toward a relational vs. collective distinction of procedural justice”

Chen, Y., & Zhao, G. When leaders lack internal serenity: Effects of self-esteem and organizational status on procedural justice

Chen, Y., Lee, J., & Wang, J. When status differential facilitates or hinders business exchange: The moderating role of cooperative vs. competitive relationship

Yoon, H.J., Chen, Y., & Blader, S. Antecedents of status attainment in Korea: a field study.

Yoon, H.J., Chen, Y., & Blader, S. Beyond competence: Organization commitment as a motivational driver for status attainment

Recent Refereed/Invited Academic Presentations (2004-2015)

“Leadership: Inspiring, engaging and enabling”, Invited Keynote Speaker, 2015 National Human Resources Management Conference, Nanjing, China, November 2015

“Antecedents of status attainment: A field study in Korea”, Academy of Management Conference, Vancouver, Canada, August 2015

“When hierarchical values collide: Effects of power distance (in)congruence on supervisor-subordinate relations”, Symposium Participant, Academy of Management Conference, Vancouver, Canada, August 2015

“Different strokes for different folks: Differentiating personalized, depersonalized, and individuated work styles across China and the U.S.”, Academy of Management Conference, Vancouver, Canada, August 2015

“What influences how procedurally fair managers are toward their subordinates? The role of subordinate trustworthiness”, Invited Colloquium, University of California, Irvin, Feb. 2015

- "Multiple Perspectives and Parties to the Justice Encounter", Symposium Participant, the International Society of Justice Research (ISJR), New York City, June, 2014
- "Procedural Justice as a Dependent Variable", Symposium Participant, Academy of Management Conference, Philadelphia, August 2014
- "Effects of Organizational Justice on Power and Status," Symposium Participant, Academy of Management Conference, Philadelphia, August 2014
- "Cross-cultural differences in Procedural Justice", Symposium Participant, Academy of Management Conference, Orlando, August 2013
- "Making a difference in knowledge creation by crossing boundaries and integrating perspectives", Invited Speaker, Renmin Business School, November 2012
- "Differentiation between power and status", Symposium Participant, Academy of Management Annual Conference, Boston, August 2012
- "The other way around: How subordinates influence their managers' procedural justice", Academy of Management Annual Conference, Boston, August 2012
- "What influences how procedurally fair managers are toward their subordinates? The role of subordinate trustworthiness", Academy of Management Annual Conference, San Antonio, August 2011
- "Supporting for a supervisor or a leader: Toward a relational vs. collective distinction in procedural justice", Academy of Management Annual Conference, San Antonio, August 2011
- "When managers lack internal serenity: Effects of congruence vs. incongruence between self-esteem and organizational status on procedural justice toward subordinates", Invited Speaker, Guanghai-Cisco Leadership Institute, Peking University, July 2011
- "Making theoretical contributions with empirical rigor: The power of experimental approaches", Invited Speaker, International Research Workshop, Guanghai-Cisco Leadership Institute, Peking University, January 2011
- "When leaders lack serenity: Effects of self-esteem and organizational status on trust in the followers and procedural justice", Invited Presenter, Conference on Status, Power, and Influence, Stern School of Business, NYU, March 2010
- "When leaders lack serenity: Effects of self-esteem and organizational status on trust in the followers and procedural justice", Invited Presenter, Duke-Erasmus Leadership Conference, North Carolina, May 2010.
- "What influences how higher status people respond to lower status others? Effects of procedural

- fairness, outcome favorability, and status concerns,” Invited Speaker, Guanghua Graduate School of Business, Peking University, May 2009
- “Attaining, maintaining, and experiencing status in organizations”, Chaired symposium, Academy of Management Annual Conference, Anaheim, August 2008
- “Third culture in the workplace: Refining, testing, and challenging theory”, Symposium Discussant, Academy of Management Annual Conference, Anaheim, August 2008
- “Toward a better understanding of the differentiation between status and power: An organizational justice perspective”, Academy of Management Annual Conference, Anaheim, August 2008
- “To whom do positive norm and negative norm of reciprocity apply? Effects of inequitable offers, relationship, and relational self-orientation”, 3rd International Conference of Chinese Management Research, Guangzhou, June 2008
- “Toward conceptual clarity and empirical rigor on individualism and collectivism research” Chaired symposium, Academy of Management Annual Conference, Philadelphia, August 2007
- “Power distance: Its antecedents, correlates, and consequences in organizations.” Chaired symposium, Academy of Management Annual Conference, Philadelphia, August 2007
- “Where (and who) are collectives in collectivism: Toward conceptual clarification of individualism and collectivism.” Fuqua School of Business, Duke University, December 2006.
- “The role of relative status in social exchange at work.” Johnson School of Management, Cornell University, November 2006.
- “There is always something to worry about: The psychological dynamics of relative status.” Academy of Management Annual Conference, Atlanta, August 2006
- “Cronyism as a threat to corporate governance: A multi-disciplinary perspective.” Academy of Management Annual Conference, Atlanta, August 2006
- “What influences how higher status people respond to lower status others? Effects of procedural fairness, outcome favorability, and status sensitivity.” Academy of Management Annual Conference, Atlanta, August 2006
- “What influences how higher status people respond to lower status others? Effects of procedural fairness, outcome favorability, and status sensitivity.” 11th International Social Justice Conference, Berlin, Germany, July 2006.

- “Toward conceptual and measurement clarification of power distance: Antecedents, correlates, and consequences.” Chaired symposium, 2nd bi-annual conference of Chinese Management Research, Nanjing, June 2006.
- “Who and (what) do we value when assessing status in organizations? Differences and similarities in high vs. low power distance cultures.” 2nd bi-annual conference of Chinese Management Research, Nanjing, June 2006.
- “Toward an understanding of psychological distance reduction between generations: A cross-cultural Perspective.” 9th annual conference of Research in Managing Groups and Teams, May, 2005.
- “Increasing importance of cross-national research in social psychology and management research.” Theme editor speech in the 9th annual conference of Research in Managing Groups and Teams, May, 2005.
- “Impact of relative status in social interactions: The moderating role of social dominance orientation.” Distinguished speakers series at Rice University, November, 2004.
- “The role of status in organizational justice.” Chaired symposium, Academy of Management Annual Conference, New Orleans, August 2004.
- “When is it a pleasure to do business with you? The role of status.” Tulane University, February, 2004.
- “When is it a pleasure to do business with you? The role of status.” University of North Carolina, December, 2004.
- “When is it a pleasure to do business with you? The role of status.” University of Texas at Austin, November, 2004.
- “When is it a pleasure to do business with you? The role of status.” University of Virginia, November, 2004.
- “When is it a pleasure to do business with you? The role of status.” Duke University, November, 2004.
- “When is it a pleasure to do business with you? The role of status.” London Business School, October, 2004.
- “When is it a pleasure to do business with you? The role of status.” Rutgers Business School, October, 2004.

Academic Affiliations

Academy of Management
 American Psychological Association
 Society for Industrial and Organizational Psychology
 International Association of Chinese Management Research

Professional Services

Invited faculty panelist on “Advancing your business career”, The Chinese Management Scholars’ Community, Academy of Management, August 2014
 Invited faculty panelist on “When West Meets East: Challenges and Adjustment Issues for Asian Members of the Academy”, Academy of Management, PDW, August 2011
 Invited faculty panelist, Academy of Management, International Management Division, Doctoral Consortium, August 2010
 Invited faculty panelist on “How to do a good review,” International Association of Chinese Management Research Conference in Shanghai, China, June 2010
 Chair of caucus organizing committee, International Association of Chinese Management Research in Shanghai, China, June 2010
 Conference organizing committee, International Association of Chinese Management Research in Guangzhou, China, June 2008
 Officer Election Nomination Committee, International Association of Chinese Management Research, 2007
 Conference organizing committee, International Association of Chinese Management Research in Nanjing, China, June 2006
 Invited faculty panelist on “How to Publish at Top-tiered Journals,” Chinese Management Conference in Nanjing, China, June 2006
 Invited faculty panelist, Inaugural Conference of Chinese Management, Doctoral Consortium, June 2004.
 Invited faculty panelist, Academy of Management, Organizational Behavior Division, Junior Faculty Consortium, August 2003.
 Invited faculty panelist, Inaugural Conference of the International Association for Chinese Management Research, Doctoral Consortium, June 2003.
 Invited faculty panelist, Academy of Management, Conflict Management Division Doctoral Consortium, August 2002.
 Invited faculty panelist, Academy of Management, International Management Division Doctoral Consortium, August 2000.