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The Hong Kong University of Science and Technology
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ACADEMIC POSITIONS

- | | |
|--------------|---|
| 2015-Present | Associate Professor (with tenure) , Department of Management, Hong Kong University of Science and Technology |
| 2009-2015 | Assistant Professor , Department of Management, Hong Kong University of Science and Technology |

ADMINISTRATIVE APPOINTMENT

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| 2024-Present | Academic Director (MSc in Family Office and Family Business)
School of Business and Management
Hong Kong University of Science and Technology |
| 2018-Present | Associate Director (Undergraduate Programs)
School of Business and Management
Hong Kong University of Science and Technology |

OTHER PROFESSIONAL EXPERIENCES

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| 2003-2009 | Graduate Research Associate , Illinois, Department of Psychology, University of Illinois, Urbana-Champaign |
| 2002-2003 | Agency Statistics Coordinator , Department of Research and Evaluation, Asian American Recovery Services, Inc., San Francisco, California |
| 2001-2003 | Senior Research Assistant & Database Specialist , Comprehensive Asian Preschool Services Project, Asian American Recovery Services, Inc., San Francisco, California |
| 2000-2001 | Research Assistant , Comprehensive Asian Preschool Services Project, Asian American Recovery Services, Inc., San Francisco, California |
| 1999-2000 | Research Assistant , Institute of Personality and Social Research (IPSR) and Levenson Lab, University of California, Berkeley |
| 1999 | Program Assistant , Basic Skills Program / CalWORK, East Los Angeles College, Monterey Park, California |

EDUCATION

University of Illinois, Urbana-Champaign
Doctor of Philosophy in Social Psychology, minor in Quantitative Psychology, 2009
Master of Arts in Social Psychology, 2005

University of California, Berkeley

Bachelor of Arts in Psychology, *Highest Honors*, May 2001

East Los Angeles College, California

Associate of Arts in Liberal Arts, *Cum Laude*, June 1999

OTHER PROFESSIONAL QUALIFICATION

General Mediator. Accredited by Mediation Accreditation Committee (MAC), Hong Kong Mediation Accreditation Association Limited (HKMAAL).

HONORS AND AWARDS

Society for Personality and Social Psychology (SPSP). Fellow, 2022.

Association for Psychological Science (APS). Fellow, 2020.

International Council of Psychologists (ICP). The Seisoh Sukemune/Bruce Bain Encouragement of Early Career Research Award, 2014.

Asian Association of Social Psychology (AASP). The Michael Harris Bond Award for Early Research Contributions, 2013.

International Academy for Intercultural Research (IAIR). Early Career Award, 2013.

American Psychological Foundation (APF). Council of Graduate Departments of Psychology (COGDOP) Graduate Research Scholarship, 2008.

University of Illinois, Urbana-Champaign, Sarah C. Mangelsdorf Award for excellence in research/scholarship and teaching, and recognition of the potential to be an academic leader, 2008.

Association for Psychological Science (APS), RiSE-UP Research Award, 2008.

Society for Personality and Social Psychology (SPSP), Diversity Fund Award, 2008.

University of Illinois, Urbana-Champaign, Lyle H. Lanier Travel Award, 2008.

American Psychological Association (APA), Student Travel Award, 2007.

Asian American Psychological Association (AAPA), Student Travel Award, 2007.

University of Illinois, Urbana-Champaign, Psychology Department Fellowship, Summer 2005.

University of California-Berkeley, Psychology Department, Highest Honors, Spring 2001.

University of California-Berkeley, Undergraduate Research Apprentice Program, Honors Thesis Sponsorship, Spring 2001.

University of California-Berkeley, International Student Scholarship, Fall 2000 & Spring 2001.

East Los Angeles College, Dean's Honor List, Fall 1998 & Spring 1999.

RESEARCH

RESEARCH INTERESTS

Organizational Behavior; Conflict Management; Diversity; Well-being;
Globalization; Group processes and intergroup relations

PUBLICATIONS

h-index = 33; Google Scholar Citation Count = 5051

Peer-reviewed Journal Articles

(#Student or research assistant at the time of project initiation)

1. **Chao, M. M.** (2025). Advancing Our Understanding of Cultural Competence: An Affective Learning Processes (ALPs) Model. *Psychological Inquiry*, 36(3), 159–179. <https://doi.org/10.1080/1047840X.2025.2525678> [Impact Factor = 4.1]
2. **Chao, M. M.**, Huang, A. H., Mukhopadhyay, A., & Shon, J. (2025). Divergent effects of mindsets on performance trajectories. *npj Science of Learning*, 10. 64. <https://doi.org/10.1038/s41539-025-00355-w> [Impact Factor = 3.0]
3. **Chao, M. M.**, Tadmor, C. T., & Bai, Y. (2025). Bridging Disciplines, Bridging Minds: Extending the Affective Learning Processes (ALPs) Model of Cultural Competence. *Psychological Inquiry*, 36(3), 219–228. <https://doi.org/10.1080/1047840X.2025.2538919> [Impact Factor = 4.1]
4. Zhang, R., **Chao, M.M.**, Cho, J., Morris, M.W., & Cai, L.Y. (accepted; 2025). Appropriate or appropriative? Diversity ideologies, judgment factors, and condemnation of cultural appropriation. *Frontiers in Social Psychology*. <https://doi.org/10.3389/frsps.2025.1477434>
5. *#Choi, J., & **Chao, M. M.** (2024) For me or against me?: Reactions to AI (vs. Human) decisions that are favorable or unfavorable to the self and the role of fairness perception. *Personality and Social Psychology Bulletin*. <https://doi.org/10.1177/01461672241288338> [Impact Factor = 3.4]
* Winner of the 3MT® Competition (Three Minute Thesis Competition) of the International Association of Conflict Management 2022
6. Uskul, A.K., Thalmayer, A.G., Bernardo, A.B.I, González, R., Kende, A., Laher, S., Láštíková, B., Saab, R., Salas, G., Singh, P., Zeinoun, P., Norenzayan, A., **Chao, M. M.**, Shoda, Y., & Cooper, M.L. (2024). Challenges and Opportunities for Psychological Research in the Majority World. *Collabra*. <https://doi.org/10.1525/collabra.123703> [Impact Factor = 3.1]
7. #Yang, Z. (R.), Kung, F. Y. H., Brienza, J. P., & **Chao, M. M.** (2024). Bridging social divides: The role of wise reasoning in improving intergroup relations. *Translational Issues in Psychological Science*, 10(1), 69–81. <https://doi.org/10.1037/tps0000389> [Impact Factor = 1.9]
8. #Magni, F., Park, J., & **Chao, M.M.** (2023). Humans as creativity Gatekeepers: Are we biased against AI creativity. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-023-09910-x> [Impact Factor = 3.7]

9. #Harjani, T., He, H., & **Chao, M.M.** (2023). The moral foundation of vaccine passports. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-023-05427-8> [Impact Factor = 5.9]
10. #Kung, Y. H. F., #Brienza, J. P., & **Chao, M. M.** (2023). Mixed reactions to multicultural (vs. colorblind) diversity approach signals: A lay theories of culture perspective. *Journal of Experimental Psychology: Applied*, 29, 162-178. <https://doi.org/10.1037/xap0000409> [Impact Factor = 2.7]
11. #Lee, S.S. & **Chao, M.M.** (2023). Employee Psychological Wellbeing in the Face of Pandemic: The Role of Belief in Work Priority. *Social and Personality Psychology Compass*, 17, e12846. <https://doi.org/10.1111/spc3.12846> [Impact Factor = 4.8]
12. Noor, M., **Chao, M. M.**, & Doosje, B. (2023). To forgive or not to forgive an organisation: Perceived integrity versus competence transgressions shape consumers' forgiveness of transgressing organisations. *Applied Psychology: An International Review*, 72, 1160-1180. <https://doi.org/10.1111/apps.12428> [Impact Factor = 4.9]
13. #Lee, S.S. & **Chao, M.M.**, & He, H. (2022). When family interrupted work: The implications of gendered role perception in the face of COVID-19. *Special Issue: Magnifying Inequity: Women's Lives during the COVID-19 Global Pandemic Women and Work, Children and Family Roles. Journal of Social Issues*, 79, 861-877. <https://doi.org/10.1111/josi.12504> [Impact Factor = 4.0]
14. Lian, H., Huai, M., Farh, J. L., Huang, J. C., Lee, C., & **Chao, M. M.** (2022). Leader unethical pro-organizational behavior and employee unethical conduct: Social learning of moral disengagement as a behavioral principle. *Journal of Management*, 48(2), 350-379. <https://doi.org/10.1177/0149206320959699> [Impact Factor = 9.3]
15. #Park, J., #Choi, Y., **Chao, M. M.**, Beejinkhuu, U., & Sohn, Y. W. (2022). A cultural orientation approach to work orientation: Mongolian workers' jobs, careers, and callings. *Journal of Career Development*, 49(6), 1351-1366. <https://doi.org/10.1177/08948453211040811> [Impact Factor = 2.6]
16. #Brienza, J., #Kung, F., & **Chao, M. M.** (2021). Wise reasoning, intergroup positivity, and attitude polarization across contexts. *Nature Communications*, 12, 3313. <https://doi.org/10.1038/s41467-021-23432-1> [Impact Factor = 14.7]
17. #Magni, F., Gong, Y., & **Chao, M. M.** (2021). A longitudinal examination of the reciprocal relationship between goal orientation and performance: The mediating role of self-efficacy. *Personality and Individual Differences*, 179, 110960. <https://doi.org/10.1016/j.paid.2021.110960> [Impact Factor = 3.5]
18. Van Assche, J., Noor, M., Dierckx, K., Saleem, M., Bouchat, P., de Guissme, L., Bostyn, D., Carew, M., Ernst-Vintila, A., & **Chao, M. M.** (2020). Can psychological interventions improve intergroup attitudes post terror attacks? *Social Psychological and Personality Science*, 11(8), 1101-1109. <https://doi.org/10.1177/1948550619896139> [Impact Factor = 4.3]
19. Fong, L. H. N., He, H., **Chao, M. M.**, Leandro, G., & King, D. (2019). Cultural essentialism and tailored hotel service for Chinese: the moderating role of satisfaction. *International Journal of Contemporary Hospitality Management*, 31(9), 3610-3626. <https://doi.org/10.1108/ijchm-11-2018-0910> [Impact Factor = 9.1]

20. He, H., **Chao, M. M.**, & Zhu, W. (2019). Cause-related marketing and employee engagement: The roles of admiration, implicit morality beliefs, and moral identity. *Journal of Business Research*, 95, 83–92. <https://doi.org/10.1016/j.jbusres.2018.10.013> [Impact Factor = 10.5]
21. #Kung, F. Y. H., & **Chao, M. M.** (2019). The impact of mixed emotions on creativity in negotiation: An interpersonal perspective. *Frontiers in Psychology*, 9, 2660. <https://doi.org/10.3389/fpsyg.2018.02660> [Impact Factor = 2.6]
22. #Yao, D. J., **Chao, M. M.**, & Leung, A. K. Y. (2019). When essentialism facilitates intergroup conflict resolution: The positive role of perspective-taking. *Journal of Cross-Cultural Psychology*, 50(4), 483–507. <https://doi.org/10.1177/0022022119835058> [Impact Factor = 2.4]
23. #Yao, D. J., & **Chao, M. M.** (2019). When forgiveness signals power: effects of forgiveness expression and forgiver gender. *Personality and Social Psychology Bulletin*, 45(2), 310–324. <https://doi.org/10.1177/0146167218784904> [Impact Factor = 3.4]
24. #Kung, F. Y., **Chao, M. M.**, #Yao, D. J., Adair, W. L., Fu, J. H., & Tasa, K. (2018). Bridging racial divides: Social constructionist (vs. essentialist) beliefs facilitate trust in intergroup contexts. *Journal of Experimental Social Psychology*, 74, 121–134. <https://doi.org/10.1016/j.jesp.2017.09.008> [Impact Factor = 3.2]

Media Coverage:

Robson, D. (2017, October 13). *The “hidden talent” that determines success*. BBC Worklife. <https://www.bbc.com/worklife/article/20171013-the-hidden-talent-that-determines-success>

25. Tadmor, C. T., Hong, Y. Y., **Chao, M. M.**, & Cohen, A. (2018). The tolerance benefits of multicultural experiences depend on the perception of available mental resources. *Journal of Personality and Social Psychology*, 115(3), 398–426. <https://doi.org/10.1037/pspa0000125> [Impact Factor = 6.4]
26. **Chao, M. M.**, Visaria, S., Mukhopadhyay, A., & Dehejia, R. (2017). Do rewards reinforce the growth mindset?: Joint effects of the growth mindset and incentive schemes in a field intervention. *Journal of Experimental Psychology: General*, 146(10), 1402–1419. <https://doi.org/10.1037/xge0000355> [Impact Factor = 3.7]

Media Coverage:

Markman, A. (2017, October 27). *The Growth Mindset Works, but Not for Everyone*. Psychology Today. <https://www.psychologytoday.com/blog/ulterior-motives/201710/the-growth-mindset-works-not-everyone>

27. Zhang, Z. X., Wei, X., **Chao, M. M.**, & Zheng, Y. (2017). When do conflicts feel right for prevention-focused individuals? The debiasing effect of low need for closure. *Management and Organization Review*, 13(2), 375–397. <https://doi.org/10.1017/mor.2017.7> [Impact Factor = 2.6]
28. **Chao, M. M.**, Takeuchi, R., & Farh, J. L. (2017). Enhancing cultural intelligence: The roles of implicit culture beliefs and adjustment. *Personnel Psychology*, 70(1), 257–292. <https://doi.org/10.1111/peps.12142> [Impact Factor = 4.7]

Media Coverage:

- Robson, D. (2017, October 13). *The “hidden talent” that determines success*. BBC Worklife. <https://www.bbc.com/worklife/article/20171013-the-hidden-talent-that-determines-success>
- Barbados Today. (2017, October 27). Cultural intelligence is key. <https://barbadostoday.bb/2017/10/21/cultural-intelligence-is-key/>
- Chao, M. M. (2018, July 17). Mindset Matters: From Cultural Mindset to Multicultural Competence. The Global Network for Advanced Management. <https://globalnetwork.io/perspectives/2018/07/mindset-matters-cultural-mindset-multicultural-competence>
29. Visaria, S., Dehejia, R., **Chao, M. M.**, & Mukhopadhyay, A. (2016). Unintended consequences of rewards for student attendance: Results from a field experiment in Indian classrooms. *Economics of Education Review*, 54, 173–184. <https://doi.org/10.1016/j.econedurev.2016.08.001> [Impact Factor = 1.8]
- Media Coverage:
- Dehejia, R., & Visaria, S. (2014, September 19). Schooled against innovation: Primary education can only improve if government embrace new ideas. The Indian Express. <https://indianexpress.com/article/opinion/columns/schooled-against-innovation/>
- Chao, M. M., Dehejia, R., Mukhopadhyay, A., & Visaria, S. (2019, January 25). Should students be rewarded for attending school regularly? Ideas For India. <https://www.ideasforindia.in/topics/macroeconomics/should-students-be-rewarded-for-attending-school-regularly.html>
30. **Chao, M. M.**, #Kung, F. Y., & #Yao, D. J. (2015). Understanding the divergent effects of multicultural exposure. *International Journal of Intercultural Relations*, 47, 78–88. <https://doi.org/10.1016/j.ijintrel.2015.03.032> [Impact Factor = 2.4]
31. #Feldman, G., **Chao, M. M.**, Farh, J. L., & Bardi, A. (2015). The motivation and inhibition of breaking the rules: Personal values structures predict unethicity. *Journal of Research in Personality*, 59, 69–80. <https://doi.org/10.1016/j.jrp.2015.09.003> [Impact Factor = 2.6]
32. Zhu, W., He, H., Treviño, L. K., **Chao, M. M.**, & Wang, W. (2015). Ethical leadership and follower voice and performance: The role of follower identifications and entity morality beliefs. *The Leadership Quarterly*, 26(5), 702–718. <https://doi.org/10.1016/j.leaqua.2015.01.004> [Impact Factor = 9.1]
33. **Chao, M. M.**, & #Kung, F. Y. H. (2015). An essentialism perspective on intercultural processes. *Asian Journal of Social Psychology*, 18(2), 91–100. <https://doi.org/10.1111/ajsp.12089> [Impact Factor = 2.1]
34. **Chao, M. M.**, & #Wong, J. K. W. (2014). Culture and everyday sense making. *Asian Journal of Social Psychology*, 17(2), 112–114. <https://doi.org/10.1111/ajsp.12049> [Impact Factor = 2.1]
35. **Chao, M. M.**, Hong, Y. Y., & Chiu, C. Y. (2013). Essentializing race: Its implications on racial categorization. *Journal of Personality and Social Psychology*, 104(4), 619–634. <https://doi.org/10.1037/a0031332> [Impact Factor = 6.4]
36. **Chao, M. M.**, Chiu, C. Y., Chan, W., Mendoza-Denton, R., & Kwok, C. (2013). The model minority as a shared reality and its implication for interracial perceptions. *Asian American Journal of Psychology*, 4(2), 84–92. <https://doi.org/10.1037/a0028769> [Impact Factor = 2.4]

37. Tadmor, C. T., **Chao, M. M.**, Hong, Y. Y., & Polzer, J. T. (2013). Not just for stereotyping anymore: Racial essentialism reduces domain-general creativity. *Psychological Science*, 24(1), 99–105. <https://doi.org/10.1177/0956797612452570> [Impact Factor = 4.8]

Press Release:

Association for Psychological Science. (2013, January 7). Racial Essentialism Reduces Creative Thinking By Making People More Closed-Minded [Press release]. <https://www.psychologicalscience.org/news/releases/%20racial-essentialism-reduces-creative-thinking-by-making-people-more-closed-minded.html>

Media Coverage:

- Lewis, K. (2012, December 30). What testing doesn't show about teachers. Boston Globe. <https://www.bostonglobe.com/ideas/2012/12/30/what-testing-doesn-show-about-teachers/z5CVdNLeqvaBKC7R4jqW0O/story.html>
- Science Daily. (2013, January 7). Racial Essentialism Reduces Creative Thinking, Makes People More Closed-Minded. <http://newsle.com/article/0/54129867/>
- Arkansas News. (2013, January 11). Close-minded race to leave. <http://arkansasnews.com/sections/columns/news/matthew-pate/close-minded-race-leave.html>
- HuffPost. (2013, January 11). *Racial Stereotyping Linked To Less Creativity, Greater Chance Of Landing A Top Job: Study*. https://www.huffpost.com/entry/racial-stereotyping-linked-to-creativity-landing-a-job-study_n_2451170
- Robertson, I. H. (2013, March 22). The Inauguration of a Black President. HuffPost UK. https://www.huffingtonpost.co.uk/professor-ian-robertson/barack-obama-inauguration-black-president_b_2516349.html
- Robertson, I. H. (2013, January 20). The Inauguration of a Black President. Psychology Today. <http://www.psychologytoday.com/blog/the-winner-effect/201301/the-inauguration-black-president>
- NoCamels. (2013, February 3). Racism And Lack Of Creativity Are Closely Linked, Study Shows. NoCamels. <https://nocamels.com/2013/01/racism-and-lack-of-creativity-are-closely-linked-study-shows/>
- The Daniel Island. (2013, February 6). *News Editorial-Is there a link between racial stereotyping and creativity?* http://www.thedanielislandnews.com/artman2/publish/editorial/Is_there_a_link_between_racial_stereotyping_and_creativity_printer.php
- Dresser, M. B. (2013, February 28). Lazy, Lazy Thinking in the Noon Day Sun. WordPress.Com. <https://marniere.me/2013/02/>
- Velasquez-Manoff, M. (2017, March 4). Opinion | What Biracial People Know. The New York Times. https://www.nytimes.com/2017/03/04/opinion/sunday/what-biracial-people-know.html?_r=1

38. Tam, K. P., Lee, S. L., & **Chao, M. M.** (2013). Saving Mr. Nature: Anthropomorphism enhances connectedness to and protectiveness toward nature. *Journal of Experimental Social Psychology*, 49(3), 514–521. <https://doi.org/10.1016/j.jesp.2013.02.001> [Impact Factor = 3.2]

39. Hong, Y.Y., & **Chao, M.M.**, (2012). Steps to building a good theory — Embracing diversity. *Acta Psychologica Sinica*, 44(1), 138–141. <https://doi.org/10.3724/sp.j.1041.2012.00138>

40. Tadmor, C. T., Hong, Y. Y., **Chao, M. M.**, Wiruchnipawan, F., & Wang, W. (2012). Multicultural experiences reduce intergroup bias through epistemic unfreezing. *Journal of Personality and Social Psychology*, 103(5), 750–772. <https://doi.org/10.1037/a0029719> [Impact Factor = 6.4]
41. Tam, K. P., Lee, S. L., Kim, Y. H., Li, Y., & **Chao, M. M.** (2012). Intersubjective model of value transmission. *Personality and Social Psychology Bulletin*, 38(8), 1041–1052. <https://doi.org/10.1177/0146167212443896> [Impact Factor = 3.4]
42. **Chao, M. M.**, Okazaki, S., & Hong, Y. Y. (2011). The quest for multicultural competence: Challenges and lessons learned from clinical and organizational research. *Social and Personality Psychology Compass*, 5(5), 263–274. <https://doi.org/10.1111/j.1751-9004.2011.00350.x> [Impact Factor = 4.8]
43. Cheng, S. Y., Rosner, J. L., **Chao, M. M.**, Peng, S., Chen, X., Li, Y., Kwong, J. Y., Hong, Y. Y., & Chiu, C. Y. (2011). One world, One dream? Intergroup consequences of the 2008 Beijing Olympics. *International Journal of Intercultural Relations*, 35(3), 296–306. <https://doi.org/10.1016/j.ijintrel.2010.07.005> [Impact Factor = 2.4]
44. Kashima, Y., Shi, J., Tsuchiya, K., Kashima, E. S., Cheng, S. Y. Y., **Chao, M. M.**, & Shin, S. H. (2011). Globalization and folk theory of social change: How globalization relates to societal perceptions about the past and future. *Journal of Social Issues*, 67(4), 696–715. <https://doi.org/10.1111/j.1540-4560.2011.01723.x> [Impact Factor = 4.0]
45. **Chao, M. M.**, Chiu, C. Y., & Lee, J. S. (2010). Asians as the model minority: Implications for US Government's policies. *Asian Journal of Social Psychology*, 13(1), 44–52. <https://doi.org/10.1111/j.1467-839x.2010.01299.x> [Impact Factor = 2.1]
46. **Chao, M. M.**, Zhang, Z. X., & Chiu, C. Y. (2010). Adherence to perceived norms across cultural boundaries: The role of need for cognitive closure and ingroup identification. *Group Processes & Intergroup Relations*, 13(1), 69–89. <https://doi.org/10.1177/1368430209343115> [Impact Factor = 4.0]
47. Cheng, S. Y. Y., **Chao, M. M.**, Kwong, J., Peng, S., Chen, X., Kashima, Y., & Chiu, C. Y. (2010). The good old days and a better tomorrow: Historical representations and future imaginations of China during the 2008 Olympic Games. *Asian Journal of Social Psychology*, 13(2), 118–127. <https://doi.org/10.1111/j.1467-839x.2010.01307.x> [Impact Factor = 2.1]
48. Hong, Y. Y., **Chao, M. M.**, Yang, Y. J., & Rosner, J. L. (2010). Building and testing theories: Experiences from conducting social identity research. *Acta Psychologica Sinica*, 42(1), 22–36. <https://doi.org/10.3724/sp.j.1041.2010.00022>
49. Rosner, J. L., Li, Y., **Chao, M. M.**, & Hong, Y. Y. (2010). One world, Just a dream? Effects of the Beijing Olympic icon on perceived differences between Eastern and Western culture. *Asian Journal of Social Psychology*, 13(2), 139–151. <https://doi.org/10.1111/j.1467-839x.2010.01309.x> [Impact Factor = 2.1]
50. Hong, Y. Y., **Chao, M. M.**, & No, S. (2009). Dynamic interracial/intercultural processes: The role of lay theories of race. *Journal of Personality*, 77(5), 1283–1310. <https://doi.org/10.1111/j.1467-6494.2009.00582.x> [Impact Factor = 3.2]

51. **Chao, M.M.**, Zhang, Z. X., & Chiu, C. Y. (2008). Personal and collective culpability judgment. *Journal of Cross-Cultural Psychology*, 39(6), 730–744.
<https://doi.org/10.1177/0022022108323788> [Impact Factor = 2.4]
52. No, S., Hong, Y. Y., Liao, H. Y., Lee, K., Wood, D., & **Chao, M. M.** (2008). Lay theory of race affects and moderates Asian Americans' responses toward American culture. *Journal of Personality and Social Psychology*, 95(4), 991–1004.
<https://doi.org/10.1037/a0012978> [Impact Factor = 6.4]
53. **Chao, M. M.**, Chen, J., Roisman, G. I., & Hong, Y. Y. (2007). Essentializing race: Implications for bicultural individuals' cognition and physiological reactivity. *Psychological Science*, 18(4), 341–348. <https://doi.org/10.1111/j.1467-9280.2007.01901.x> [Impact Factor = 4.8]
54. **Chao, M. M.**, Hong, Y.Y., (2007). Being a bicultural Chinese: A multilevel perspective to biculturalism. *Journal of Psychology in Chinese Societies: Special Issue: Psychology of Biculturalism in Chinese Societies*, 8(2), 141-157. <http://hdl.handle.net/1783.1/32517>
55. Fu, J. H. Y., Morris, M. W., Lee, S. L., **Chao, M.**, Chiu, C. Y., & Hong, Y. Y. (2007). Epistemic motives and cultural conformity: Need for closure, culture, and context as determinants of conflict judgments. *Journal of Personality and Social Psychology*, 92(2), 191–207. <https://doi.org/10.1037/0022-3514.92.2.191> [Impact Factor = 6.4]

Book Chapters

1. **Chao, M. M.** (2023). Chapter 10: Individual behavior in a multicultural context. In Z.-x. Zhang, R.-t. Jing, & W. Shen (Eds.), *Organizational Management: A Perspective of Chinese Enterprises in the Age of Digital Intelligence* (pp. 197-216). Peking University Press. (In Chinese)
2. **Chao, M. M.**, Maitner, A. T., & Kung, F. Y. H. (2023). Cultural intelligence from an intergroup perspective. In D. C. Thomas & Y. Liao (Eds.), *Handbook of Cultural Intelligence Research* (pp. 379-396). Edward Elgar Publishing.
<http://dx.doi.org/10.4337/9781800887169>
3. **Chao, M. M.**, & Kesebir, P. (2013). Culture: The grand web of meaning. In J. Hicks & C. Routledge (Eds.), *The experience of meaning in life: Classical perspectives, emerging themes, and controversies* (pp. 317-332). Springer Press. https://doi.org/10.1007/978-94-007-6527-6_24
4. **Chao, M. M.**, & Chiu, C. (2011a). Culture as norm representations: The case of collective responsibility attribution. In A. K-y. Leung, C-y. Chiu, & Y. Hong (Eds.), *Cultural processes: A social psychological perspective* (pp. 65-80). Cambridge University Press.
<https://doi.org/10.1017/CBO9780511779374>
5. **Chao, M. M.**, & Chiu, C. (2011b). Epistemic functions of culture. In A. K-y. Leung, C-y. Chiu, & Y. Hong (Eds.), *Cultural processes: A social psychological perspective* (pp. 81-95). Cambridge University Press. <https://doi.org/10.1017/CBO9780511779374>
6. No, S., Wan, C., **Chao, M. M.**, Rosner, J., & Hong, Y. (2011). Bicultural identity negotiation. In A. K-y. Leung, C-y. Chiu, & Y. Hong (Eds.), *Cultural processes: A social psychological perspective* (pp. 213-241). Cambridge University Press.
<https://doi.org/10.1017/CBO9780511779374>

7. Chiu, C., & **Chao, M. M.** (2009). Society, culture, and the person: Ways to personalize and socialize cultural psychology. In R. S. Wyer, C-y. Chiu, & Y. Y. Hong (Eds.), *Understanding culture: Theory, research and application* (pp. 457-468). Psychology Press. <https://doi.org/10.4324/9781441605054>

Case & Teaching Notes

1. **Chao, M. M.** & Terry, E. (2020). Dakota Industrial Co. Ltd: Sustainable Garment Manufacturing in a Fast-Fashion World. HKUST case no. ST87. *The Hong Kong University of Science and Technology, via Harvard Business Publishing*, <https://hbsp.harvard.edu/product/ST87-PDF-ENG/>.
* Selected for publication in the AAPBS (Association of Asia-Pacific Business Schools) Asian Case Collection 2020 Journal

Other Publications

1. **Chao, M. M.**, & Chiu, C. (2009). Model minority. In *Cambridge dictionary of psychology*. Cambridge University Press.
2. **Chao, M. M.**, & Chiu, C. (2009). Responsibility attribution. In *Cambridge dictionary of psychology*. Cambridge University Press.

Under Revision / Under Review

[Information omitted for double-blind review]

Work in Progress & in Preparation (co-authors listed in alphabetical order)

Culture, Diversity, & Intercultural Relations

A Changing Ideal?: Challenging the Traditional Definition of an Ideal Worker, with Lee, S.S.

Refining the conceptualization and measurement of colorblindness and multiculturalism: Implications for bias against immigrant and non-immigrant minorities, with Nanakdewa, K., & Savani, K.

Meaningful deliberative writing restores the intergroup tolerance benefits of multicultural experience in the heat of armed conflict, civil unrest, and a worldwide pandemic: A personalized intervention, with Hong, Y. & Tadmor, C.

Mindsets, Emotion, & Decision Making

Emotional expression at work, with Choi, J.

Abusive supervision and employees' deviance: the roles of moral disengagement, power distance, and work-related self-efficacy, He, H., & Wang, W.

CONFERENCE/SEMINAR PRESENTATIONS

Invited Addresses/Presentations

1. **Chao, M. M.** (2025, September). *Advancing Our Understanding of Cultural Competence: An Affective Learning Processes (ALPs) Model*. Management & Human Resources Research Seminar. HEC Paris, Jouy-en-Josas, France.
2. **Chao, M. M., & Choi, J.** (2024, June). *The Fair AI?: Reactions to AI-made organizational decisions*. Research Seminar Guanghua School of Management. Peking University, Beijing, China.
3. **Chao, M. M.** (2024, May). *Promoting well-being in the community through writing Inventions*. Keynote. Center for Aging Science Research Seminar. The Hong Kong University of Science and Technology, Hong Kong SAR, China.
4. **Chao, M. M.** (2024, February). *The fate of cultural borrowing*. Keynote. Small Group Meeting: Understanding Polyculturalism across Societies in the Asia-Pacific, Asian Association of Social Psychology, Manila, the Philippines.
5. **Chao, M. M.** (2023, December). *Managing intergroup conflicts*. Public seminar and panel discussion on Wisdom, Morality, and Well-being in Difficult times. Sponsored by: Templeton World Charity Foundation. Hosted by: Department of Medical Humanities, Faculty of Medicine, University of Colombo. Colombo, Sri Lanka.
6. **Chao, M. M.** (2023, November). *Understanding intercultural competence from an intergroup perspective*. Keynote. The Society for Australasian Social Psychologists (SASP) and the Australasian Congress on Personality and Individual Differences (ACPID) 2023 Conference, Noosa, Queensland, Australia.
7. **Chao, M. M.** (2023, November). *Insights of mindsets on developing human capital: A longitudinal analysis*. Seminar. UQ Business School, the University of Queensland, Queensland, Australia.
8. **Chao, M. M.** (2023, May). *Diversity intervention at time of social unrests and conflicts*. Seminar. Department of Management, Technology, and Economics, ETH Zürich, Switzerland.
9. **Chao, M. M.** (2023, April). *“Let it go! Let it go!” ... or not?: Understanding the paradox of emotional display at work*. Academic Seminar Series. School of Management and Economics. Chinese University of Hong Kong (Shenzhen), Shenzhen, China.
10. **Chao, M. M.** (2023, April). *Understanding culture and cultural competence from an intergroup perspective*. Sasin Research Seminar Series. Sasin School of Management, Chulalongkorn University, Bangkok, Thailand.
11. **Chao, M. M.** (2023, March). *Understanding Culture Diversity: Past, Present, & Future*. Integrative Science Symposium. International Convention of Psychological Science (ICPS) 2023, Association of Psychological Science, Brussels, Belgium.
12. **Chao, M. M.** (2022, September). *Understanding Culture and cultural competence from an Intergroup Perspective*. Keynote. PostDoc Workshop. The German Psychological Association (DGPs), Cologne, Germany.
13. **Chao, M. M.** (2021, December). *Diversity Interventions at time of social unrests and a pandemic: An Intergroup Perspective*. Asian Future Leaders Scholarship Program (AFLSP). Hong Kong University of Science and Technology, Hong Kong SAR.

14. **Chao, M. M.** (2021, November). *Diversity Interventions at time of social unrests and a pandemic: An Intergroup Perspective*. CEU Management Research Seminar Series. Department of Economics and Business, Central European University, Vienna, Austria.
15. **Chao, M. M.** (2021, October). *Diversity Interventions at time of social unrests and a pandemic: An Intergroup Perspective*. Celebrating the 40th Anniversary of the University of Macau: FBA Distinguished Scholar Seminar. Faculty of Business Administration, University of Macau, Macau.
16. **Chao, M. M.** (2021, September). *Diversity Interventions at time of social unrests and a pandemic: An Intergroup Perspective*. Management and Organizations (M&O) Seminars Series. UWA Business School, University of Western Australia, Perth, Australia.
17. **Chao, M. M.** (2021, July). *Wisdom and Balance in Polarized Societal Conflicts*. Featured symposium presentation at the 14th Biannual Conference of the Asian Association of Social Psychology, Seoul, Korea.
18. **Chao, M. M.** (2020, January). *Enhancing cultural intelligence: The role of implicit culture beliefs*. Cambridge Judge Business School, University of Cambridge, Cambridge, U.K.
19. **Chao, M. M.** (2019, November). *Employee engagement and cause-related marketing (CRM) initiative*. China Europe International Business School (CEIBS) 2019 Symposium on Responsible Leadership, Shanghai, China.
20. **Chao, M. M.** (2017, August). *Translating research into practice: The role of our social and ideological assumptions*. Biannual Conference of Asian Association of Social Psychology, Auckland, New Zealand.
21. **Chao, M. M.**, Brienza, J.P., & Kung, F.Y.H. (2016, August). *When multiculturalism backfires: From cultural ideologies to organizational outcomes*. International Association for Cross-Cultural Psychology 23rd International Congress, Nagoya, Japan.
22. **Chao, M. M.** (2015, January). *Implicit culture beliefs and intercultural negotiation*. Faculty of Business Administration Seminar Series, University of Macau, Macau.
23. **Chao, M. M.** (2015, January). *Developing cultural competence*. Faculty of Education Lunch Research Series XIII, University of Macau, Macau.
24. **Chao, M. M.** (2015, January). *How does our mindset influence our intercultural experiences?* Stanley Ho East Asia College Forum, University of Macau, Macau.
25. **Chao, M. M.** (2014, February). *Understanding “cultural differences” in intercultural negotiation*. Organizational Behavior Series, London Business School, United Kingdom.
26. **Chao, M. M.** (2014, February). *Understanding “cultural differences” in intercultural negotiation*. Research Seminar, Department of Strategy and Organisation, Strathclyde Business School, University of Strathclyde, United Kingdom.
27. **Chao, M. M.** (2014, February). *Understanding “cultural differences” in intercultural negotiation*. Behavioural Sciences Institute (BSI) Seminar Series, Singapore Management University, Singapore.

28. **Chao, M. M.** (2014, February). *How does our mindset influence our intercultural experiences?* Social Science Capstone Seminar Series, Singapore Management University, Singapore.
29. **Chao, M. M.** (2013, August). *From believing to being: A lay theory perspective on intercultural processes.* Biannual Conference of Asian Association of Social Psychology, Yogyakarta, Indonesia.
30. **Chao, M. M.** (2013, June). *Cultural adjustment in the globalized world.* Biannual Conference of International Academy of Intercultural Research, Reno, NV.
31. **Chao, M. M.** (2010, June). *Managing conflicts within and across cultures: Contextualize the study of cultural adaptation.* Institute of Psychology, Chinese Academy of Sciences, Beijing, China.
32. **Chao, M. M.** (2010, June). *Managing conflicts within and across cultures: Contextualize the study of cultural adaptation.* Department of Psychology, Remin University, Beijing, China.
33. **Chao, M. M.** (2008, December). *The lay theory of race: Its implications to interracial and intercultural processes.* Department of Psychology, Clark University, Worcester, MA.
34. **Chao, M. M.** (2008, December). *The lay theory of race: Its implications to interracial and intercultural processes.* Department of Psychology, San Francisco State University, San Francisco, CA.
35. **Chao, M. M.** (2008, December). *The lay theory of race: Its implications to interracial and intercultural processes.* Department of Psychology, the University of North Carolina, Chapel Hill, NC.
36. **Chao, M. M.** (2008, December). *Managing conflicts within and across cultures: The implications of cultural flexibility.* Department of Management Organizations, HKUST Business School, the Hong Kong University of Science & Technology, Hong Kong SAR.
37. **Chao, M. M.** (2008, November). *Essentializing groups: Its implication to social categorization and intercultural processes.* Department of Psychology, the University of Kent, Canterbury, Kent, United Kingdom.
38. **Chao, M. M.** (2008, October). *Managing conflicts within and across cultures: The implications of cultural flexibility.* Department of Management & Organisation, NUS Business School, the National University of Singapore, Singapore.
39. **Chao, M. M.**, Hong, Y., & Chiu, C. (2008, May). *Essentializing race: Being prejudiced or being sensitive to differences?* RiSE-UP Research Award symposium presentation at the 20th Annual Convention of the Association for Psychological Science, Chicago, IL.
40. **Chao, M. M.** (2008, April). *Essentialist belief of race: Its implication to social categorization and intercultural processes.* Dissertation Series presentation at the Center for East Asian and Pacific Studies, University of Illinois, Urbana-Champaign, IL.
41. **Chao, M. M.** (2008, February). *Essentialist belief of race: Its implication to social categorization and intercultural processes.* The Department of Psychology, Columbia University, New York, NY.

42. **Chao, M. M.** (2007, December). *Essentialist belief of race: Its implication to social categorization and intercultural processes*. The Department of Psychology, Lehigh University, Bethlehem, PA.
43. **Chao, M. M.**, Chiu, C., & Kwok, C. (2007, August). *Model minority... A Media-nurtured stereotype?* Expanding Horizons of Cultural Psychology: Advances in Research and Teaching, Department of Psychology, Stanford University, Palo Alto, CA.
44. **Chao, M. M.**, & Hong, Y. (2007, August). *Believing and being: The implication of essentialist beliefs about race for Asian immigrants in the United States*. The 115th Annual Convention of the American Psychological Association, San Francisco, CA.
45. **Chao, M. M.** (2006, May). *Intercultural processes: Implications on conflict management and resource allocation*. Guanghua School of Management, Peking University, Beijing, China.
46. **Chao, M. M.** (2006, May). *Intercultural processes: How do people navigate between cultures?* Institute of Sociology at the Chinese Academy of Social Sciences, Beijing, China.
47. **Chao, M. M.** (2006, May). *A look at the cultural frame switching processes*. Department of Sociology, College of Humanities and Development (COHD), China Agricultural University (CAU), Beijing, China.

Symposium Organized

1. Kung, F.Y.H., & **Chao, M. M.** (2019, July). *Dynamics of intergroup exposure: Novel perspectives and real-world implications*. Symposium at the 2019 International Association for Conflict Management Conference, Dublin, Ireland.
2. Kung, F.Y.H., & **Chao, M. M.** (2016, August). *Managing diversity: An emerging meaning-making framework*. Symposium at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.
3. Kung, F.Y.H., & **Chao, M. M.** (2015, February). *Understanding the dynamics of beliefs in genetic and racial essences*. Symposium at the 16th Annual Meeting of the Society for Personality and Social Psychology, Long Beach, CA.
4. **Chao, M. M.** & Hamamura, T. (2013, August). *Understanding intergroup relations: How essentialism, social identity, and cultural dynamics shape intergroup relations*. Symposium at the 10th Biennial Conference of Asian Association of Social Psychology, Yogyakarta, Indonesia.
5. Hogan, C. M., Min, J., & **Chao, M. M.** (2009, August). *Multiple perspectives on Asian American Stereotypes and their implications for workplace diversity*. Symposium at the 2009 Annual Meeting of the Academy of Management, Chicago, IL.

Symposium/Paper Presentations

1. **Chao, M.M.** (2025, July). *Rethinking cultural competence: An affective learning processes (ALPs) model*. Symposium presentation at the 16th Biennial Conference of the Asian Association of Social Psychology, Kuala Lumpur, Malaysia.

2. Chen, A., & **Chao, M.M.** (2025, July). *Understanding the effort mindsets: The effect of (fruitless) effort investment on performance evaluation*. Symposium presentation at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
3. Cho, J., **Chao, M.M.**, & Morris, M. (2025, July). *The fate of cultural borrowing: Diversity ideologies and accusation of cultural appropriation*. Symposium presentation at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
4. Choi, J., Li, M., Bitterly, T.B., & **Chao, M.M.** (2025, July). *When expectations shatter: Investigating integrity erosion in human (vs. AI) after trust violations*. Symposium presentation at the 85th Annual Meeting of the Academy of Management, Copenhagen, Denmark.
5. Choi, J., Li, M., Bitterly, T.B., & **Chao, M.M.** (2025, July). *When expectations shatter: Investigating integrity erosion in human (vs. AI) after trust violations*. Paper presentation at the 38th Annual Conference of International Association for Conflict Management, Burlington, Vermont, USA.
6. Cho, J., **Chao, M.M.**, Morris, M., Savani, K., & Choi, J. (2025, June). *From cultural borrowing to cultural appropriation: The role of diversity ideologies*. Symposium presentation at 2025 International Academy for Intercultural Research (IAIR) and the International Association for Cross-Cultural Psychology (IACCP) Joint Conference, Brisbane, Australia.
7. **Chao, M.M.** (2025, May). *Advancing our understanding of cultural competence*. Symposium presentation at the 22nd European Congress of Work and Organizational Psychology, Prague, Czech Republic.
8. Cai, Y. L., & **Chao, M.M.** (2024, August). *Examining the comparative benefits of writing interventions on well-being*. Symposium presentation at the 84th Annual Meeting of the Academy of Management, Chicago, IL, USA.
9. Choi, J., & **Chao, M.M.** (2024, August). *For Me or Against Me?: Reactions to AI (vs. Human) Decisions and the Role of Fairness Perceptions*. Symposium presentation at the 84th Annual Meeting of the Academy of Management, Chicago, IL, USA.
10. Yang, Z. R., Kung, F. Y. H., & **Chao, M.M.** (2024, August). *Wise Reasoning and Subjective Values in Conflict Communication*. Symposium presentation at the 84th Annual Meeting of the Academy of Management, Chicago, IL, USA.
11. Cho, J., **Chao, M.M.**, Zhang, R., & Morris, M.W. (2024, July). *Political orientations and judgments of cultural borrowing: The role of moral foundations*. Asian Association of Social Psychology Special Symposium presentation at the 2024 International Association for Cross-Cultural Psychology International Congress, Bali, Indonesia.
12. Magni, F., Kerekes, M., Tang, G., Park, J., & **Chao, M.M.** (2024, July). *Threatened by AI creativity? The chain effect of producer identity as AI on creativity evaluations and willingness to pay*. Paper presentation at the 40th European Group for Organizational Studies (EGOS) Colloquium, Milan, Italy.
13. **Chao, M.M.**, Nanakdewa, K., & Savani, K. (2024, June). *Refocusing the Conceptualization of the Colorblind Ideology: Implications for Hiring Bias in Ethnicity-salient and Nationality-salient Contexts*. Rapid Fire Talk at Diversity in Management and Organizations (DMO) 2024 conference, Singapore.

14. Magni, F., Kerekes, M., Tang, G., Park, J., & **Chao, M.M.** (2024, April). Threatened by AI? The chain effect of AI as producer on creativity evaluations and willingness to pay. Paper presentation at the ESSEC's Experimental and Behavioral Workshop, Cergy, France.
15. Cai, Y., Choi, J., & **Chao, M.M.** (2023, August). *Understanding dispute resolution practices in a multicultural world*. Symposium presentation at the 83rd Annual Meeting of the Academy of Management, Boston, MA, USA.
16. Magni, F., Park, J., & **Chao, M.M.** (2023, August). *Humans as creativity gatekeepers: Are we biased against AI creativity*. Symposium presentation at the 83rd Annual Meeting of the Academy of Management, Boston, MA, USA.
17. *Choi, J. & **Chao, M.M.** (2023, May). *The fair AI: The use of AI mitigates negative reactions toward unfavorable decisions*. Paper presentation at the International Association of Conflict Management, Thessaloniki, Greece.
*Negotiation and Team Resources Institute (NTR) - International Association of Conflict Management (IACM) Early Career Scholars Program Award
18. Magni, F., Park, J., & **Chao, M.M.** (2023, May). *Humans as creativity gatekeepers: Why and when are human evaluators biased against AI creativity*. Paper presentation at the 21st European Association of Work and Organizational Psychology (EAWOP) Congress, Katowice, Poland.
19. **Chao, M.M.** & Lam, E.Q.Y. (2023, May). *From mindset to cultural competence: Understanding the effects of intervention and its boundary conditions*. Symposium presentation at the 21st European Association of Work and Organizational Psychology (EAWOP) Congress, Katowice, Poland.
20. Fu, J., & **Chao, M.M.**, & Hui, P. (2022, December). *Mitigating conflict-induced negative emotions: Implicit conflict belief and conflict management style*. Paper presentation at the Academy of International Business (AIB) Asia Pacific Regional Conference, Ningbo, China.
21. **Chao, M.M.**, & Lam, E. (2023, May). *From mindset to cultural competence: Understanding the effects of intervention and its boundary conditions*. Symposium presentation at the 21st European Association of Work and Organizational Psychology, Katowice, Poland.
22. Tadmor, C., **Chao, M. M.**, & Hong, Y. (2022, July). *Reasoning wisely to restore the intergroup tolerance benefits of multicultural experience in the heat of armed conflict, social unrests, and a pandemic*. Symposium presentation at the 35th Annual Meeting of the International Association for Conflict Management, Ottawa, Canada.
23. Cho, J., **Chao, M.M.**, Zhang, R., & Morris, M.W. (2022, January). Liberals and conservatives in the United States differently judge cultural appropriation. Paper presentation at the 2022 Berkeley Culture Conference, Berkeley, CA, USA.
24. Lee, S. J., **Chao, M. M.**, He, H. (2021, November). *Addressing the gender pay gap: The role of pay gap framing and causal attributions*. Paper presentation at the 3rd International Human Resource Management Conference, Online.

25. Pan, X., Choi, J. & **Chao, M. M.** (2021, November). *The impact of perceiving AI as a threat on prosocial behavior*. Paper presentation at the 3rd International Human Resource Management Conference, Online.
26. **Chao, M. M.** (2021, October). *Wisdom and cultural diversity: beyond cultural stereotypes and culture-blindness*. Discussant. Panel Discussion at the 2021 International Wisdom Summit, Online.
27. Chau, M., **Chao, M. M.**, & Liu, W. (2021, August). *Detecting emotional distress from text*. Emergent Research Forum presentation at the Annual Americas Conference on Information Systems (AMCIS), Online.
28. Magni, F., Park, J., & **Chao, M. M.** (2021, August). *The bias in creativity evaluation of artificial intelligence*. Paper presentation at the Virtual 81st Annual Meeting of the Academy of Management, Online.
29. Tadmor, C., **Chao, M. M.**, & Hong, Y. (2021, August). *The effects of multicultural experience on social tolerance during times of crisis*. Symposium presentation at the Virtual 81st Annual Meeting of the Academy of Management, Online.
30. **Chao, M. M.**, Luk, C. T., Fu, H., & Hui, P. (2021, July). *Cross-country scale invariance of Hofstede's values, implicit culture belief, and need for closure*. Paper presentation at the 25th International Congress of the International Association for Cross-Cultural Psychology, Online.
31. Fu, H., **Chao, M. M.**, & Hui, P. (2021, July). *Forestalling the inevitable? Belief in conflict inevitability and dispute resolution system adoption*. Paper presentation at the 32rd International Congress of Psychology, Online.
32. **Chao, M. M.** (2021, June). *Experimental research in IM*. Panel Presentation at the Academy of International Business Conference, Online.
33. Fu, H., **Chao, M. M.**, & Hui, P. (2020, December). *Implicit belief of conflict and adoption of dispute resolution system*. Paper presentation at 2020 Academy of International Business Southeast Asian Regional Conference. Online.
34. Magni, F., **Chao, M. M.**, & Park, J. (2020, July). *Creativity evaluation of Artificial Intelligence products*. Paper presentation at the 36th European Group for Organizational Studies (EGOS) Colloquium, Hamburg, Germany.
35. Nanakdewa, K., **Chao, M. M.**, & Savani, K. (2019, August). *Seeing colorblindness clearly: Aligning the measurement of diversity ideologies with theory*. Symposium presentation at the 79th Annual Meeting of the Academy of Management, Boston, MA.
36. Lam, E.Q.Y., & **Chao, M. M.** (2019, August). *Cultural blunders or opportunities? The effect of a growth mindset intervention on cultural intelligence*. Symposium presentation at the 79th Annual Meeting of the Academy of Management, Boston, MA.
37. Brienza, J., Kung, F.Y.H., & **Chao, M. M.** (2019, July). *Wise reasoning moderates reactions toward the outgroup after exposure to media reports of intergroup conflict*. Symposium presentation at the 2019 International Association for Conflict Management Conference, Dublin, Ireland.
38. Cho, J., Zhang, R., **Chao, M. M.**, & Morris, M. (2019, July). *Liberals and conservatives in the United States differently judge cultural appropriation*. Paper presentation at the

2019 Annual Scientific Meeting of the International Society of Political Psychology,
Lisbon, Portugal.

39. Lee, S.S., **Chao, M. M.**, & He, H. (2019, July). *Gender inequality = Women issue?: Understanding inequality from a social consensus perspective*. Paper presentation at the 2019 Annual Scientific Meeting of the International Society of Political Psychology, Lisbon, Portugal.
40. Nanakdewa, K., **Chao, M. M.**, & Savani, K. (2019, July). *Seeing colorblindness clearly: Aligning the measurement of diversity ideologies with theory*. Paper presentation at the 2019 Annual Scientific Meeting of the International Society of Political Psychology, Lisbon, Portugal.
41. Kung, F. Y. H., **Chao, M. M.**, Adair, W. L., Fu, J., & Tasa, K. (2019, April). *The role of malleable culture beliefs in improving intercultural negotiation outcomes*. Symposium presentation at the 34th Annual Society for Industrial and Organizational Psychology Conference, Washington, D.C.
42. Lee, S.S., **Chao, M. M.**, & He, H. (2019, February). *Gender inequality = Her issue?: Understanding inequality from a social consensus perspective*. Data blitz presentation at the Gender Preconference for the 2019 Society for Personality and Social Psychology Convention, Portland, OR.
43. Choi, Y., Park, J., **Chao, M. M.**, Beejinkhuu, U., & Sohn, Y.W. (2018, July). *Work orientations, cultures, and life satisfaction in Mongolia: The mediating role of leader-member exchange*. Paper presentation at the 2018 International Association for Cross-Cultural Psychology Congress, Guelph, Canada.
44. *Park, J., Choi, Y., **Chao, M. M.**, Beejinkhuu, U., & Sohn, Y.W. (2018, May). *Jobs, careers, and callings: Do the work orientations apply to Mongolia?*. The RISE Research Award symposium presentation at the 30th Annual Convention of the Association for Psychological Science, San Francisco, CA.
*RISE Research Award, Association for Psychological Science
45. Lee, S.S., & **Chao, M. M.** (2018, April). *Effect of inequality frames on gender pay gap*. Paper presentation at the 2018 Annual Asian Management Research Consortium, Seoul, Korea.
46. **Chao, M. M.**, Visaria, S., Mukhopadhyay, A., & Dehejia, R. (2018, February). *Do rewards reinforce the growth mindset?: Joint effects of the growth mindset and incentive schemes in a field intervention*. Symposium presentation at the 2018 Annual Winter Conference of the Society of Consumer Psychology, Dallas, TX.
47. **Chao, M. M.**, Kung, F.Y.H., & Brienza, J. (2017, August). *Managing diversity from a wise-reasoning perspective*. Symposium presentation at the 2017 Annual Meeting of the Academy of Management, Atlanta, GA.
48. Kung, F.Y.H., Brienza, J., & **Chao, M. M.** (2016, August). *Diversity policies reconsidered: The effects of implicit beliefs on multicultural and colorblind practices*. Symposium presentation at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.

49. *Lian, H., Huai, M., Farh, J., Huang, J., & **Chao, M. M.** (2016, August). *Leader UPB and employee unethical conduct: A moral disengagement perspective*. Paper presentation at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.
*Best Paper Proceedings of the 2016 Academy of Management Meeting
50. *Yao, D., & **Chao, M. M.** (2016, August). *When forgiveness backfires: The joint effect of forgiveness expressions and victim gender*. Paper presentation at the 2016 Annual Meeting of the Academy of Management, Anaheim, CA.
*Best Paper Proceedings of the 2016 Academy of Management Meeting
51. Yao, D., **Chao, M. M.**, & Leung, A.K. (2016, June). *How perspective-taking facilitates intercultural conflict management: The moderating role of cultural essentialism*. Paper presentation at the International Association for Chinese Management Research Conference, Hangzhou, China.
52. Brienza, J. P., Kung, F. Y. H., & **Chao, M. M.** (2016, June). *Wise reasoning attenuate intergroup bias*. Paper presentation at the 29th Annual Conference of the International Association for Conflict Management, New York, NY.
53. Kung, F. Y. H., **Chao, M. M.**, & Adair, W. L. (2016, June). *To boost intercultural trust and negotiation gains, change negotiators' beliefs of cultural malleability*. Symposium presentation at the 29th Annual Conference of the International Association for Conflict Management, New York, NY.
54. Brienza, J., Kung, F.Y.H., & **Chao, M. M.** (2016, May). *Loving your "enemies": Wise reasoning and reduced outgroup hate*. Symposium presentation at the Association for Psychological Science 28th Annual Convention, Chicago, IL.
55. Takeuchi, R., **Chao, M. M.**, & Yu, N.Y. (2015, August). *The roles of general and culture specific performance avoidance goal orientations on sojourner creativity: A four-wave, time-lagged investigation*. Paper presentation at the 2015 Annual Meeting of the Academy of Management, Vancouver, BC.
56. Yao, D., **Chao, M. M.**, Chattopadhyay, R., & George, E. (2015, August). *How does dissimilarity make a difference? A multiple processes model of relational demography*. Paper presentation at the 2015 Annual Meeting of the Academy of Management, Vancouver, BC.
57. Yao, D., **Chao, M. M.**, & Leung, A.K. (2015, August). *Managing conflicts in a multicultural environment: The role of perspective taking and implicit culture beliefs*. Symposium presentation at the 2015 Annual Meeting of the Academy of Management, Vancouver, BC.
58. **Chao, M. M.**, Kung, F.Y.H., & Adair, W. (2015, May). *Creating values with our emotions: The role of interpersonal emotion contrast in negotiation*. Negotiation Research Roundtable Conference, Hong Kong SAR.
59. Fu, J.H.Y., **Chao, M. M.**, & Ho, R. (2015, May). *Attachment security and epistemic motivation on intercultural negotiation*. Negotiation Research Roundtable Conference, Hong Kong SAR.
60. Kung, F. Y. H., **Chao, M. M.**, Yao, D., Adair, W. L., Fu, J. H., & Tasa, K. (2015, March). *When cultures meet: Cultural essentialist beliefs and intercultural negotiation gains*.

Paper presentation at the 9th Annual Southwestern Ontario I-O & OB Graduate Student Conference, Guelph, Canada.

61. Kung, F.Y.H., **Chao, M. M.**, Yao, D., & Fu, J. F. (2015, February). *The implications of cultural essentialism on interpersonal conflicts in intra- vs. intercultural contexts*. Symposium presentation at the 16th Annual Meeting of the Society for Personality and Social Psychology, Long Beach, CA.
62. Cheng, S.Y.Y., **Chao, M. M.**, Kung, F., & Kwong, J.Y.Y. (2013, October). *Exploring the psychological mechanism behind exclusionary reactions to foreign companies: The questions of who and why*. Association for Consumer Research Conference, Chicago, IL.
63. Visaria, S., **Chao, M. M.**, Dehejia, R., & Mukhopadhyay, A. (2014, November). *Effects of lay theories and incentive mechanisms on human capital formation: Evidence from a field experiment in non-formal schools in Indian slums*. The 8th Asian Conference on Applied Micro-Economics/Econometrics (Theme: Labor Economics), Hong Kong SAR.
64. **Chao, M. M.**, Yao, D., & Fu, J. F. (2014, August). *Understanding cultural differences in intercultural negotiation: The role of essentialism*. Symposium presentation at the 2014 Annual Meeting of the Academy of Management, Philadelphia, PA.
65. Noor, M., & **Chao, M. M.** (2014, July). *Testing the consequences of intergroup forgiveness for victim-perpetrator relations*. Paper presentation at the 17th General Meeting of the European Association of Social Psychology, Amsterdam, the Netherlands.
66. **Chao, M. M.**, Yao, D., & Fu, J. H. (2014, July). *Understanding cultural differences in intercultural negotiation: The effect of essentialist beliefs on trust and negotiation outcomes*. Symposium presentation at the 2014 Annual Conference of the International Association for Conflict Management, Leiden, the Netherlands.
67. Takeuchi, R., **Chao, M. M.**, & Yu, N. (2014, June). *The roles of general and cultural specific performance avoidance goal orientations on sojourner creativity: A four-wave, time-lagged investigation*. Paper presentation at the 6th International Association for Chinese Management Research, Beijing, China.
68. Takeuchi, R., **Chao, M. M.**, & Yu, N. (2014, February). *The roles of general and cultural specific performance avoidance goal orientations on sojourner creativity: A four-wave, time-lagged investigation*. Symposium presentation at the 3rd Symposium of the Centre for Leadership & Innovation, Hong Kong Polytechnic University, Hong Kong SAR.
69. Cheng, S.Y.Y., **Chao, M. M.**, Kung, F., & Kwong, J.Y.Y. (2013, October). *Exploring the psychological mechanism behind exclusionary reactions to foreign companies: The questions of who and why*. Paper presentation at the 2013 Association for Consumer Research Conference, Chicago, IL.
70. **Chao, M. M.**, Takeuchi, R., Farh, J., Zhang, Z. & Hong, Y. (2013, August). *A tale of two perspectives: The role of essentialist beliefs on cultural adjustment and cultural intelligence development*. Symposium presentation at the Biannual Conference of Asian Association of Social Psychology, Yogyakarta, Indonesia.
71. **Chao, M. M.**, & Farh, J.L. (2013, August). *A goal orientation theory on behavioral ethics*. Paper presentation at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.

72. **Chao, M. M.**, Takeuchi, R., Farh, J.L., Zhang, Z., & Hong, Y. (2013, August). *The role of essentialist beliefs on cultural adjustment and cultural intelligence development*. Symposium presentation at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.
73. **Chao, M. M.**, Yao, D., & Fu, J. F. (2013, August). *Essentialising culture: Its implications on cross-cultural negotiation*. Symposium presentation at the 2013 Annual Meeting of the Academy of Management, Orlando, FL.
74. Zhu, W., He, H., Trevino, L., **Chao, M. M.**, Wang, W., & Liu, S. (2013, April). *Ethical leadership and follower voice and performance: The role of follower identifications and entity morality beliefs*. Symposium presentation at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Huston, TX.
75. Tadmor, C. T., **Chao, M. M.**, Hong, Y., & Polzer, J. (2013, January). *Not just for stereotyping anymore: Racial essentialism reduces domain-general creativity*. Symposium presentation at the 14th Annual Meeting of the Society of Personality and Social Psychology, New Orleans, LA.
76. **Chao, M. M.**, & Farh, J.L. (2012, August). *A longitudinal investigation of the influence of foreign cultural experiences on the development of creativity*. Symposium presentation at the 2012 Annual Meeting of the Academy of Management, Boston, MA.
<https://program.aom.org/2012/>
77. Li, C., Cheng, S.Y.Y., Lee, S. L., Prendergast, G., & **Chao, M. M.** (2012, July). *Emotion regulation: Cognitive and affective consequences for fund-raising advertisements*. Paper presentation at the Academy of Marketing 2012, Southampton, UK.
78. **Chao, M. M.**, & Farh, J. L. (2012, January). *Essentializing culture: Implications to sojourner adjustment and the development of cultural competence*. Symposium presentation at the 13th Annual Meeting of the Society of Personality and Social Psychology, San Diego, CA.
79. **Chao, M. M.** (2009, August). *Understanding the model minority image and answering a common question*. Discussant. Symposium at the 2009 Annual Meeting of the Academy of Management, Chicago, IL.
80. **Chao, M. M.**, & Hong, Y. (2009, February). *Lay theory of race and implicit processes: Their implications for interracial perceptions*. Symposium presentation at the 10th Annual Meeting of the Society of Personality and Social Psychology, Tampa, FL.
81. **Chao, M. M.**, & Chiu, C. (2007, April). *Model minority... An ideal to strive for or an image to avoid? The role of media exposure on individuals' self-representation*. Paper presented at the 1st Annual Cultural Psychology Conference, Champaign, IL.
82. **Chao, M. M.** (2006, December). *Essentializing race: Implications to bicultural cognitive functioning*. Paper presented at the Social Psychology Student Symposium at University of Illinois, Urbana-Champaign, IL.
83. **Chao, M. M.** (2006, April). *Justice on native and foreign soil*. Paper presented at the Social Psychology Student Symposium at University of Illinois, Urbana-Champaign, IL.
84. **Chao, M. M.**, & Hong, Y. (2005, May). *What happens when we encounter a foreign culture? A dynamic constructivist approach to intercultural contact*. Symposium

presentation at the 1st Midwestern Conference for Culture, Language, and Cognition, Chicago, IL.

85. **Chao, M. M.**, & Chiu, C. (2005, January). *Is adherence to cultural knowledge tradition always associated with close mindedness? A case for motivated cultural cognition.* Symposium presentation at the 6th Annual Meeting of the Society of Personality and Social Psychology, New Orleans, LA.
86. Teeters, C., Seval, C., Chao, M. M., Jacobs, R. R., Lo, D., & Yang, Y. (2002, March). Engaging and retaining families of diverse cultures. The Starting Early, Starting Smart (SESS) Outcomes and Lessons Learned Conference, Washington, D.C., March 12-15, 2002.

Poster Presentations

1. Nanakdewa, K., **Chao, M.M.**, Savani, K. (2024, June). *Refocusing the conceptualization of the colorblind ideology: Implications for hiring bias in ethnicity-salient and nationality-salient contexts.* Poster presentation at the 37th Annual Conference of the International Association for Conflict Management 2024, Singapore.
2. Yang, Z., Kung, F.Y.H., & **Chao, M. M.** (2023, April). *Wise reasoning and interpersonal negotiation outcomes.* Poster presentation at the Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA.
3. Yang, Z., Kung, F.Y.H., & **Chao, M. M.** (2023, February). *Wise reasoning and subjective value in negotiation.* Poster presentation at the Society for Personality and Social Psychology Convention, Atlanta, GA.
4. Pang, Z., He, H., & **Chao, M. M.** (2022, February). *An identity perspective on unethical pro-organizational behavior: A meta-analysis.* Poster presentation at the 2022 Society for Personality and Social Psychology Convention, San Francisco, CA.
5. Choi, J. & **Chao, M. M.** (2022, February). *Fair or sociable? How perception of artificial intelligence influences reactions towards algorithmic decisions.* Poster presentation at the 2022 Society for Personality and Social Psychology Convention, San Francisco, CA.
6. Pan, X., Choi, J. & **Chao, M. M.** (2022, February). *The impact of perceiving AI as a threat (vs. benefit) on prosocial behavior.* Undergraduate poster presentation at the 2022 Society for Personality and Social Psychology Convention, San Francisco, CA.
7. Choi, J. M., & **Chao, M. M.** (2021, May). *Fairness vs. Sociability: How perception of artificial intelligence affects reactions towards algorithmic decisions.* Poster presentation at the 2021 Association for Psychological Science Virtual Convention and Poster Showcase, Online.
8. Lam, E., **Chao, M. M.**, & Lau, H. P. B. (2021, May). *The effect of a growth mindset intervention on cultural competence.* Poster presentation at the 2021 Association for Psychological Science Virtual Convention and Poster Showcase, Online.
9. Beejinkhuu, U., Choi, Y., Park, J., **Chao, M. M.**, & Sohn, Y. W. (2020, February). *The relationships between personal resources and work outcomes among Mongolian employees: The moderating effect of job demands.* Poster presentation at the 2020 Society for Personality and Social Psychology Convention, New Orleans, LA.

10. *Choi, Y., Park, J., **Chao, M. M.**, Beejinkhuu, U., & Sohn, Y. W. (2020, February). *Subjective and objective social status and psychological well-being in Mongolia*. Poster presentation at the 2020 Society for Personality and Social Psychology Convention, New Orleans, LA.
* Diversity Graduate Travel Award Winner
11. Nanakdewa, K., **Chao, M. M.**, & Savani, K. (2019, February). *Seeing colorblindness clearly: aligning the measurement of diversity ideologies with theory*. Poster presentation at the Culture Preconference for the 2019 Society for Personality and Social Psychology Convention, Portland, OR.
12. **Chao, M. M.**, Fu, J. H., & Ho, R. H. M. (2018, May). *The effect of emotion and attachment security on need for closure in intercultural negotiation*. The 30th Annual Convention of the Association for Psychological Science, San Francisco, CA.
13. Choi, Y., **Chao, M. M.**, & Jamison, J. (2018, May). *The effects of autonomy and growth mindset on burnout: The questions of whether, when, and how*. The 30th Annual Convention of the Association for Psychological Science, San Francisco, CA.
14. Park, J., Choi, Y., **Chao, M. M.**, Beejinkhuu, U., & Sohn, Y.W. (2018, May). *Jobs, careers, and callings: Do the work orientations apply to Mongolia?*. The 30th Annual Convention of the Association for Psychological Science, San Francisco, CA.
15. Johnston, B.M., Noor, M., **Chao, M. M.**, & Glasford, D.E. (2016, March). *Police apologies and Black American forgiveness*. Poster presentation at the Eastern Psychological Association Meeting, New York, NY.
16. **Chao, M. M.**, Brienza, J. P., & Kung, F. Y. H. (2016, January). *The case against multiculturalism: Essentialist beliefs at work*. Poster presentation at the 17th Annual Convention of the Society for Personality and Social Psychology, San Diego, CA.
17. *Kung, F. Y. H., Brienza, J. P., & **Chao, M. M.** (2016, January). *Ego-decentered reasoning reduces outgroup bias in intergroup conflicts*. Poster presentation at the 17th Annual Convention of the Society for Personality and Social Psychology, San Diego, CA.
*First runner-up of the 2016 Student Poster Award competition
18. Brienza, J. P., Kung, F. Y. H., & **Chao, M. M.** (2015, August). *How wise reasoning can mitigate intergroup conflicts across the globe*. Poster presentation at the International Council of Psychologists 73rd Annual Convention, Toronto, Canada.
19. Brienza, J. P., Kung, F. Y. H., & **Chao, M. M.** (2015, June). *Wise reasoning moderates the biasing effect of psychological essentialism on prejudice and emotion toward outgroups*. Poster presentation at the Canadian Psychological Association 76th Annual Convention, Ottawa, Canada.
20. Noor, M., **Chao, M. M.**, Glasford, D., & Johnston, B. (2015, July). *On the consequences of intergroup forgiveness for historical victim and perpetrator groups: The role of moral high ground*. The 2015 Annual Scientific Meeting of the International Society of Political Psychology, San Diego, CA.
21. **Chao, M. M.**, Yao, D., Roisman, G., & Hong, Y. (2015, February). *Essentialism and changes in intergroup perceptions: The role of social context and physiological arousal*. The 16th Annual Meeting of the Society for Personality and Social Psychology, Long Beach, CA.

22. Yao, D., **Chao, M. M.**, & Leung, A.K. (2015, February). *Understanding the role of culture, essentialism, and perspective taking in conflict management*. The 16th Annual Meeting of the Society for Personality and Social Psychology, Long Beach, CA.
23. Kung, F., **Chao, M. M.**, & Cheng, S. Y. Y. (2012, May). *Essentialism and intergroup biases: The question of when*. The 24th Annual Convention of the Association for Psychological Science, Chicago, IL.
24. Liao, H., Hong, Y., & **Chao, M. M.** (2010, February). *Status-based rejection sensitivity and intergroup relations: The moderating role of lay theory*. The 11th Annual Meeting of the Society for Personality and Social Psychology, Las Vegas, NV.
25. Yeung, V. W. L., Yuki, M., & **Chao, M. M.** (2010, February). *The relationship between linguistic expression and self-construal: An empirical study using Japanese sample*. The 11th Annual Meeting of the Society for Personality and Social Psychology, Las Vegas, NV.
26. **Chao, M. M.**, Hong, Y., & Chiu, C. (2008, May). *Essentializing race: Being prejudiced or being sensitive to differences?* The 20th Annual Convention of the Association for Psychological Science, Chicago, IL.
27. **Chao, M. M.**, Hong, Y., & Chiu, C. (2008, February). *Are essentialists more ethnocentric or are they simply more exclusive in defining group membership for both ingroup and outgroup?* The 9th Annual Meeting of the Society for Personality and Social Psychology, Albuquerque, NM.
28. **Chao, M. M.**, Chiu, C., & Kwok, C. (2007, August). *Model minority... An ideal to strive for? The role of media exposure on intergroup perceptions?* The Asian American Psychological Association Annual Convention, San Francisco, CA.
29. Grossmann, I., **Chao, M. M.**, & Hong, Y. (2007, May). *Essentialism and exposure to foreign culture moderate intergroup perception*. The 19th Annual Convention of the Association for Psychological Science, Washington, D.C.
30. **Chao, M. M.**, & Chiu, C. (2005, May). *Who are responsible? Responsibility attribution as means of social control*. The 17th Annual Convention of the American Psychological Society, Los Angeles, CA.
31. **Chao, M. M.**, Ja, D., Morris, A., Teeters, C., Morrison, D., Chang, V., Leung, E., Tam, C., & Wu, C. (2002, August). *The comprehensive Asian pre-school services program*. The Annual Asian American Psychological Association Conference, Chicago, IL.
32. **Chao, M. M.**, Leung, E., Teeters, C., Ja, D., Morris, A., Morrison, D., Cheng, V., Tam, C., & Wu, C. (2002, March). *The comprehensive Asian pre-school services program*. The Biennial National Asian Pacific American Families Against Substance Abuse (NAPAfASA) Conference, Washington, D.C.
33. **Chao, M. M.**, Teeters, C., Leung, E., Ja, D., Morris, A., Morrison, D., Tam, C., Wu, C., & Cheng, V. (2002, March). *The comprehensive Asian pre-school services program*. The Starting Early, Starting Smart (SESS) Outcomes and Lessons Learned Conference, Washington, D.C., March 12-15, 2002.
34. **Chao, M. M.** (2001, May). *Birth-order controversy*. The First Annual Stanford Undergraduate Psychology Conference, Palo Alto, CA, May 19, 2000.

RESEARCH GRANTS

Doctoral students in Hong Kong: A baseline investigation of the current state, enablers, and barriers to their socio-emotional skills (2024-2026). Funded by Research Grants Council General Research Fund, Hong Kong SAR Government. Role: Co-Investigator (HK\$789,281).

Promoting Well-being in the Community through Writing Interventions: The role of emotion beliefs and work ideology (2022-2026). Funded by Center for Aging Science, Hong Kong University of Science and Technology. Role: Principal Investigator (HK\$883,350).

From Negotiating Identities to Negotiating a Deal: Identity Integration, (Non-)Zero-Sum Mindset, and Success in Integrative Negotiation (2019). Funded by NTR-Peterson Research Grant. Role: Co-Investigator (US\$8,162).

Destined for conflict? An implicit theory approach to relational motive and dispute resolution practices (2019-2021). Funded by Research Grants Council Faculty Development Scheme, Hong Kong SAR Government. Role: Co-Investigator (HK\$626,850).

Understanding how beliefs about emotion shape conflict resolution: The role of emotion regulation (2019-2022). Funded by Research Grants Council Research Infrastructure Grant, Hong Kong SAR Government. Role: Principal investigator (HK\$14,102).

Understanding Dispute Resolution Practices in Emerging Economies (2018-2020). Funded by Institute of Emerging Market Studies, Hong Kong University of Science and Technology. Role: Principal Investigator (HK\$300,000).

A wise reasoning perspective to intergroup relations (2017-2020). Funded by Research Grants Council General Research Fund, Hong Kong SAR Government. Role: Principal Investigator (HK\$773,500).

A wise reasoning perspective to intergroup relations (2017-2020). Funded by Research Grants Council Research Infrastructure Grant, Hong Kong SAR Government. Role: Principal investigator (HK\$30,000).

A wise reasoning perspective to intergroup relations (2017-2020). Funded by School-based Initiatives, Hong Kong University of Science and Technology. Role: Principal Investigator (HK\$11,000).

Diluting the magical contagion effect of reclaimed water: Implications to hoteliers (2016-2018). Funded by Multi-Year Research Grant (MYRG), the University of Macau, Macau. Role: Co-Investigator (MOP159,500; equivalent to HK\$154,800)

Enhancing Expatriation Effectiveness: The Mitigating Effect of Attachment Security on Perceived Threat in Intercultural Conflict (2016-2019). Funded by Research Grants Council General Research Fund, Hong Kong SAR Government. Role: Co-Investigator (HK\$490,320).

Negotiating Across Cultural Boundaries: The Roles of Essentialist Beliefs and Social Identity (2014-2017). Funded by Research Grants Council General Research Fund, Hong Kong SAR Government. Role: Principal Investigator (HK\$497,796).

Negotiating Across Cultural Boundaries: The Roles of Essentialist Beliefs and Social Identity (2014-2017). Funded by Research Grants Council Research Infrastructure Grant, Hong Kong SAR Government. Role: Principal investigator (HK\$25,000).

Negotiating Across Cultural Boundaries: The Roles of Essentialist Beliefs and Social Identity (2014-2016). Funded by School-based Initiatives, Hong Kong University of Science and Technology. Role: Principal Investigator (HK\$11,714).

A Goal Orientation Theory on Behavioral Ethics (2013-2015). Funded by Research Grants Council Research Infrastructure Grant, Hong Kong SAR Government. Role: Principal investigator (HK\$50,000).

Anthropomorphizing nature and pro-environmental behavior (2011-2014). Funded by Research Grants Council General Research Fund, Hong Kong SAR Government. Role: Co-Investigator (HK\$388,671).

Effects of Incentive Mechanisms and Lay Theories on Human Capital Formation (2012-2014). Funded by Research Grants Council Research Infrastructure Grant, Hong Kong SAR Government. Role: Co-Investigator (HK\$50,000).

Consumers' exclusionary reactions to foreign businesses: A three-factor model (2011-2014). Funded by Research Grants Council General Research Fund, Hong Kong SAR Government. Role: Co-Investigator (HK\$ 407,247).

Cross-cultural Adjustment (2012-2013). Funded by Research Grants Council Direct Allocation Grant, Hong Kong SAR Government. Role: Principal investigator (HK\$18,000).

Sojourner adjustment: A lay theory perspective (2010-2013). Funded by Research Grants Council General Research Fund, Hong Kong SAR Government. Role: Principal investigator (HK\$269,129).

China-US Relations: From a subjective-intersubjective perspective (2010-2011), funded by School-based Initiatives, Hong Kong University of Science and Technology. Role: Principal Investigator (HK\$9,000).

Cultural distance: Its implications to cognitive processes and sojourner adjustment outcomes (2010-2012), funded by Research Grants Council Direct Allocation Grant, Hong Kong SAR Government. Role: Principal Investigator (HK\$193,800).

SERVICES

GRANT REVIEW PANEL

Multidisciplinary Review Panel Member (2022). Canada Research Coordinating Committee (CRCC), the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council (SSHRC), Canada.

Assessment Panel Member: Business Studies (2024). Local Self-financing Degree Sector, Competitive Research Funding Schemes. Research Grants Council. Hong Kong SAR.

GRANT REVIEWER

Social Science Research Thematic Grant, Ministry of Education, Singapore.

National Science Foundation, United States.

Binational Science Foundation, United States - Israel.

Research Grants Council, Hong Kong SAR

University of Macau Multi-Year Research Grant, Macau SAR

JOURNAL EDITORIAL BOARD MEMBER

Personality and Social Psychology Review (2022 -)
Personnel Psychology (2019 -)
Journal of Personality and Social Psychology (2019 - 2022)
Frontiers in Psychology (2016 - 2020)
Asian Journal of Social Psychology (2014 - 2020)
Management and Organization Review (2013 - 2021)

ASSOCIATE EDITOR

Journal of Business Research (2020 - 2022)
Journal of Cross-Cultural Psychology (2019 - 2021)

JOURNAL AD HOC REVIEWER

Academy of Management Journal
American Psychologist
Applied Psychology: An International Review
Asian American Journal of Psychology
British Journal of Social Psychology
Child Development
Cultural Diversity and Ethnic Minority Psychology
Developmental Psychology
Diaspora, Indigenous, and Minority Education: International Journal
European Journal of Social Psychology
Group and Organization Management
Group Processes and Intergroup Relations
International Journal of Human Resource Management
International Journal of Intercultural Relations
International Journal of Psychology
Journal of Applied Psychology
Journal of Business Venturing
Journal of Experimental Social Psychology
Journal of Happiness Studies
Journal of Personality
Learning and Individual Differences
Management Science
Organizational Behavior and Human Decision Processes
Personality and Individual Differences
Personality and Social Psychology Bulletin
PlosOne
Psychological Bulletin
Social and Personality Psychology Compass
Social Psychological and Personality Science

PROFESSIONAL COMMUNITY SERVICE

Scientific Committee. Asian Association for Social Psychology (AASP),
Advisory Team (2022-2023).

Strategic Planning Committee. Society of Personality and Social Psychology (SPSP), Member (2022-2023).
Early Career Award Committee. International Academy for Intercultural Research (IAIR), Member (2020-2023).
International Committee. Society of Personality and Social Psychology (SPSP), Chair (2020 - 2021), Member (2018 - 2020).
Globalization Taskforce. Society of Personality and Social Psychology (SPSP), Member (2017 - 2018).

ADVISORY SERVICE

Joint Mediation Helping Office project: Promoting Hong Kong as a venue to mediate international trade disputes and enhancing the effectiveness of mediation as an alternative dispute resolution method (2017-2019). Funded by Professional Services Advancement Support (PASS) Scheme, The Commerce and Economic Development Bureau, Hong Kong SAR Government. Role: Collaborating Organization (HK\$664,000).

CONFERENCE/WORKSHOP ORGANIZATION

Co-Chair. Advances in Cultural Psychology, Society of Personality and Social Psychology Pre-conference, February 2022.

Organizer. Negotiation Research Roundtable Conference, co-sponsored by Department of Management, School of Business and Management, Hong Kong University of Science & Technology, and Dispute Resolution Research Center, Kellogg School of Management, Northwestern University, May 2015.

Co-Organizer. The Mediator's Role at the Table: A Panel Discussion with Audience Participation, co-organized with Joint Mediation Helpline Office, Hong Kong SAR, May 2015.

Co-Chair. Group Processes and Intergroup Relations, Society of Personality and Social Psychology Pre-conference, New Orleans, LA, January 2013.

Co-Chair of the Conference Planning Committee. The Second Annual Midwestern Cultural Psychology Conference, Ann Arbor, MI, March 2008.

Co-Chair of the Conference Planning Committee. The First Annual Midwestern Cultural Psychology Conference, Champaign, IL, April 2007.

Organizer and Chair, "Cultural dynamics: How are we influenced by our culture and (multi)cultural experiences?" symposium organized for the Social Psychology Student Symposium at University of Illinois, Urbana-Champaign, IL, March 2006.

Volunteer, *Asian American Psychological Association Annual Convention*, August 2002, & August 2007.

SCHOOL & UNIVERSITY SERVICES

Academic Director, Master of Science in Family Office and Family Business, School of Business and Management, Hong Kong University of Science and Technology, 2024-present.

Associate Director (Undergraduate Programs), School of Business and Management, Hong Kong University of Science and Technology, 2018-present.

Member, Senate Committee on Teaching and Learning Quality, Hong Kong University of Science and Technology, 2021-present.

Affiliated Faculty, Individualized Interdisciplinary Major Program, Hong Kong University of Science and Technology, 2020-present.

Executive Committee Member, Institute for Emerging Market Studies (IEMS), Hong Kong University of Science and Technology, 2022-2024.

Chapter Advisor, Beta Gamma Sigma (BGS) HKUST Chapter, School of Business and Management, Hong Kong University of Science and Technology, 2023-2024.

School of Business and Management Representative, Senate Committee on Undergraduate Studies, Hong Kong University of Science and Technology, 2018-2022.

Member, Committee on Undergraduate Core Education, Hong Kong University of Science and Technology, 2019-2021.

Convener, Course Review Panels, Committee on Undergraduate Core Education, Hong Kong University of Science and Technology, 2019-2021.

Panel Member, Recruitment of Student Counselors, Hong Kong University of Science and Technology, 2020.

Member, Taskforce on Undergraduate Curriculum, School of Business and Management, Hong Kong University of Science and Technology, 2017-2019.

Interviewer, Undergraduate Admission Interview (Senior Year), School of Business and Management, Hong Kong University of Science and Technology, 2019.

Faculty Host, Department of Management, Hong Kong University of Science and Technology 2011-2012, 2016-2018.

Judging panel, University Three Minute Thesis Competition, Hong Kong University of Science and Technology, March 2018.

Member, Selection Committee for Michael G. Gale Teaching Award, Hong Kong University of Science and Technology, Fall 2014.

Interviewee, Counseling Magazine, Counseling & Wellness, Student Affairs Office (SAO), Hong Kong University of Science and Technology, March 2014.

Interviewee, Case Studies in Teaching and Learning (SBM), Center for Enhanced Learning and Teaching (CELT), Hong Kong University of Science and Technology, February 2014.

Participant, Joint University Programs Admissions System (JUPAS) Scheme Business Preview, School of Business and Management, Hong Kong University of Science and Technology, 2011-2014.

Interviewer, Joint University Programs Admissions System (JUPAS) Scheme Admission Interview, School of Business and Management, Hong Kong University of Science and Technology, 2010-2012, 2014.

Interviewer, Mainland Undergraduate Admission Scheme, School of Business and Management, Hong Kong University of Science and Technology, 2010 - 2011.

Participant, Teaching Business Ethics Seminar, the Association to Advance Collegiate Schools of Business (AACSB), Tampa, FL, March 2011.

Adjudicator, LABU 101 Business Case Competition, Hong Kong University of Science and Technology, May 2010.

DEPARTMENT SERVICES

Co-Chair, PhD Committee & RPg Student Staff Liaison Committee (RSSLC), Department of Management, Hong Kong University of Science and Technology, 2016-present.

Member, TA/IA Taskforce, Department of Management, Hong Kong University of Science and Technology, 2019-present.

Member, Departmental Substantiation and Promotion Committee, Department of Management, Hong Kong University of Science and Technology, 2016-present.

Member, Faculty Search and Appointments Committee & Teaching Faculty Appointment Committee, Department of Management, Hong Kong University of Science and Technology, 2015-present.

Member, Department Executive Committee, Department of Management, Hong Kong University of Science and Technology, 2015-present.

Member, Merit Review Committee, Department of Management, Hong Kong University of Science and Technology, 2015-present.

Coordinator, PG Programs, Department of Management, Hong Kong University of Science and Technology, 2020-2022.

Chair, TA/IA Taskforce, Department of Management, Hong Kong University of Science and Technology, 2015-2017.

Co-Chair/Course coordinator, Organizational Behavior, Department of Management, Hong Kong University of Science and Technology, 2010-2016.

Chair, Major Recruitment Sub-Committee, Undergraduate Committee, Department of Management, Hong Kong University of Science and Technology 2013-2014.

Member, Research Lab Committee, Department of Management, Hong Kong University of Science and Technology, 2012-2016.

Member, Undergraduate Committee, Department of Management, Hong Kong University of Science and Technology, 2009-2015.

Liaison, Management Students' Association (MSA), Hong Kong University of Science and Technology, 2010-2013, 2014-2015.

Third grader, Ph.D. Qualifying Exam, Department of Management, Hong Kong University of Science and Technology, September 2010.

TEACHING & MENTORING EXPERIENCES

WORKSHOPS

2025. Roundtable leader. Organizational Behavior Doctoral Consortium (OBDC) for the 2025 Annual Meeting of the Academy of Management, Copenhagen, Denmark.
2025. Teacher. Pre-Conference Training for the 2025 International Academy for Intercultural Research (IAIR) and the International Association for Cross-Cultural Psychology (IACCP) Joint Conference, Brisbane, Australia.
2025. Teacher. Summer School for the 2025 Asian Association of Social Psychology biennial meeting, Kuala Lumpur, Malaysia.
2024. Teacher. Culture & Psychology Summer School. International Association for Cross-Cultural Psychology, Bali, Indonesia.
2023. Teacher. Summer School for the 2023 Asian Association of Social Psychology Biennial Meeting, Hong Kong SAR.
2022. Teacher. PostDoc Workshop. German Psychological Society (Deutsche Gesellschaft für Psychologie), Cologne, Germany.

DOCTORAL ADVISING

Supervisor, Hong Kong University of Science and Technology.

Jungmin Choi, Department of Management, Thesis title: "Understanding emotional expression in virtual communications at work" (2024).

Sol Jee Lee, Department of Management, Thesis title: "New perspectives on the ideal employee image" (2022).

John Jamison, Department of Management, Thesis title: "Examining employee burnout through the lens of narrative theory" (2021).

Jingdan Yao, Department of Management, Thesis title: "When Forgiveness Hurts Relationships: A Lens of Communication" (2017).

Committee Member, Hong Kong University of Science and Technology.

Ravindran Navaratnam, Thesis title: "The role of power dynamics: Towards an efficient and effective outcome in large and complex debt restructuring in an emerging market" (in progress).

Roslina Binti Abdul Latif Yong, Thesis title: "Job search goals: A need-goal-behavior approach" (in progress).

Federico Magni, Department of Management, Thesis title: "Three essays on artificial intelligence and creativity in organizations" (2021).

Xiu Chen, Department of Economics, Thesis title: "Essays in experimental economics" (2019).

In Seong Jeong, Department of Management, Thesis title: "The passion of creativity: When and how team crisis leads to creativity" (2019).

Hoi Wing Chan, School of Humanities and Social Science, Division of Social Science,
Thesis title: “Enriching the understanding of the gap between climate change
belief and intention to perform mitigation behavior using a goal perspective”
(2018).

Mingyun Huai, Department of Management, Thesis title: “Self-regulating of impulsive
and strategic abuse: Affects as self-control feedback systems” (2018).

Jing Zeng, School of Humanities and Social Science, Division of Social Science,
Thesis title: “Dimensionalizing the world of emotions” (2015).

Tingting Wang, Department of Marketing, Thesis title: “Motivational antecedents and
inferential consequences of cuteness in product failure” (2015).

Gilad Feldman, Department of Management, Thesis title: “Cognition and
consequences of the belief in free will” (2014).

Ka Man Ng, Department of Management, Thesis title: “The escalation of commitment
and affect” (2013).

External Committee

Al Iacobelli, School of Business. Marymount University. Thesis title: “Locus of
unethical leadership behavior: The moderating effects of employee creativity
and organizational culture on subordinate generative unethical behavior.” (in
progress).

Zhu (Cynthia) Fung, Management and Human Resources, HEC Paris. Thesis title:
“The paradox of multicultural experiences: Exploring the social impact with
home country compatriots” (in progress).

Sankhoj Das, Department of Management and Marketing, Hong Kong Polytechnic
University. Thesis title: “Profiles of leadership in Western and Eastern culture:
An examination of transformation, transactional, and paternalistic leadership”
(2024).

Fei Xiao, Faculty of Business Administration. University of Macau. Thesis title: “An
investigation of motivational and contextual factors for online impulsive
buying.” (2023).

Cho Yuk Wong, Department of Management and Marketing, Hong Kong Polytechnic
University. Thesis title: “Will workplace exercise improve the wellbeing of
security guards?: A field experiment intervention examining the
implementation of STD and JD-R models to promote workplace exercise.”
(2022).

Wanwei Lu, Department of Management and Marketing, Hong Kong Polytechnic
University. Thesis title: “A social projection perspective to psychological
contract overfulfillment and employee gratitude” (2022).

Vavik Yuen Lam, Department of Management and Marketing, Hong Kong
Polytechnic University. Thesis title: “A social projection perspective to
psychological contract overfulfillment and employee gratitude” (2020).

Guan Hiang Cynthia Tan, Department of Management and Marketing, Hong Kong Polytechnic University. Thesis title: “Does religiosity matter in shaping ethical and unethical behavior” (2019).

MASTERS ADVISING

Supervisor, Hong Kong University of Science and Technology.

*Jungmin Choi, Department of Management, Thesis title: “Fairness vs. sociability: How perception of artificial intelligence affects reactions towards algorithmic decision for human resource management” (2020).

* Champion of 3MT® Competition (Three Minute Thesis Competition) of the International Association of Conflict Management

Sol Jee Lee, Department of Management, Thesis title: “Effect of Inequality Frames on Gender Pay Gap” (2018).

Committee Member, Hong Kong University of Science and Technology.

John Milo Jamison, Department of Management, Thesis title: “Interactions of work environment and individual factors to forming job engagement” (2017).

Xing Yuan, Department of Management, Thesis title: “The best of intentions and the worst of results: Monochronicity and the employment of feedback avoiding behavior as a temporal self-regulatory strategy” (2017).

In Seong Jeong, Department of Management, Thesis title: “Incremental belief, cognitive flexibility, innovative behavior, and job performance: The contingent role of empowering leadership” (2016).

Hoi Wing Chan, School of Humanities and Social Science, Division of Social Science, Thesis title: “Value socialization in a bicultural situation: The role of perceived norms in Mainland Chinese immigrant and ethnic-minority parents’ socialization values” (2014).

External Examiner

Qinyu Xiao, Department of Psychology, University of Hong Kong. Thesis title: “Revisiting the decoy effect: Replication and extension of Ariely and Wallsten (1995) and Connolly, Reb, and Kausel (2013)” (2021).

UNDERGRADUATE ADVISING

Supervisor, Undergraduate Research Opportunities Program (UROP) & Independent Study Project. Hong Kong University of Science and Technology. 2009 - 2023

Selected Projects

Xinyi PAN, Project title: “The impact of perceiving AI as a threat on prosocial behavior” (2022 *Mr. Armin and Mrs. Lillian Kitchell UG Research Award* finalist).

Hayeon KIM, Project title: “Culture and well-being” (2022 *Mr. Armin and Mrs. Lillian Kitchell UG Research Award* nominee).

Ning SHI, Project title: “Cultural adjustment of rural migrant children in urban cities in Mainland China” (2014 Mr. Armin and Mrs. Lillian Kitchell UG Research Award finalist).

Eiki LEUNG, Project title: “Is multiculturalism all good? Effects of construal level of multiculturalism ideology and social policies” (2014 Mr. Armin and Mrs. Lillian Kitchell UG Research Award nominee).

Chengdong PI, Project title: “The role of lay theory on expatriates’ overseas adjustments” (2011 Mr. Armin and Mrs. Lillian Kitchell UG Research Award finalist).

Jiong YE, Project title: “Predictions on expatriates’ adjustment outcomes: The lay theory approach” (2011 Mr. Armin and Mrs. Lillian Kitchell UG Research Award finalist).

Xiaoyue WU, Project title: “Corporate reputation in a global context” (2011 Mr. Armin and Mrs. Lillian Kitchell UG Research Award nominee).

Mentor, Undergraduate Thesis. Department of Psychology. University of Illinois at Urbana-Champaign. 2003-2009

Selected Projects

Dominique S. Jones, Thesis title: “Essentializing Race: An African American Perspective.” (*Departmental Distinction*; 2009).

Jamee S. Lee, Thesis title: “Out of sight, out of mind: The implication of the model minority image to the invisible Asians.” (*Departmental Distinction*; 2008).

Carolyn Kwok, Thesis title: “Model minority... An ideal to strive for? The role of objective reality and media construction.” (*Departmental Distinction and Outstanding Student in Social Psychology Award*; 2007).

Christopher F. Wassom, Thesis title: “A dynamic constructivist approach to intercultural processes: How do White Americans navigate between cultures?” (*Departmental Distinction*; 2006).

Biotechnology and Business Capstone Project Co-Supervisor, Hong Kong University of Science and Technology.

2022-2023: Development of herbal medicine into cosmetics

2020-2021: Development of immunotherapies in clinical practice of oncology

2019-2020: Cosmetic products development from Chinese medicine

Corporate Project Advisor, Hong Kong University of Science and Technology.

Corporate Partners:

Standard Chartered Bank (Hong Kong) Limited, 2017 - 2019.

Nike HK, 2020.

Undergraduate Faculty Advisor, Undergraduate Committee, Department of Management, Hong Kong University of Science and Technology, 2013-2015.

COURSES TAUGHT

Hong Kong University of Science and Technology, 2009 - present

Current Issues in Organizational Behavior (Ph.D. level)
Behavioral Research Methods: The Use of Lab Experiment (Ph.D. level: Guest lecture)
Organizational Behavior and Human Resource (DBA program)
The Psychology of Culture (Executive Education Program)
Cultural Management & Cultural Awareness (Executive Education Program)
Cross-cultural Negotiation (Masters level: MBA)
Managing Global Complexity (Masters level: MSc)
Organizational Behavior (Undergraduate level)
Business Ethics and Social Responsibility (Undergraduate level)
Business Ethics: Business, Society, and the Individual (Undergraduate level)
Behavioral Foundations of University Education: Habits, Mindsets, & Well-being
(Undergraduate level)

University of Illinois, Urbana-Champaign, 2003-2009

Introduction to Social Psychology (Undergraduate level)
Psychology of Personality (Undergraduate level)
Research Methods in Social Psychology (Undergraduate level)
Introductory Psychology (Undergraduate level; Guest lecture)
Social Cognition (Undergraduate level; Guest lecture)

TEACHING GRANTS

ChatEmpathy?: Augmenting artificial intelligence chatbots for the development of empathetic professionals (2022-2025). Funded by University Grants Committee Teaching Development Grant, The Hong Kong Polytechnic University. Role: External Partner (HK\$311,718).

Internationalizing teaching and learning through shaping cultural beliefs (2018-2019). Funded by Pilot Project Scheme, Community of Practice on Internationalization of Teaching and Learning, The Hong Kong University of Science and Technology. Role: Co-Investigator (HK\$100,000).

Course Enhancement Fund (2017). Funded by JULAC Information Literacy UGC-T&L Funding, The Hong Kong University of Science and Technology. Role: Project leader (HK\$15,000).

Ethics education among HKUST Business School Undergraduate (2013-2015). Funded by Center for Enhanced Learning and Teaching (CELT), The Hong Kong University of Science and Technology. Role: Project leader (HK\$200,000).

Intercultural skills development among HKUST Business School Undergraduate: A longitudinal investigation (2010-2012). Funded by Innovative Assessment of Learning Outcomes (IALO) 2009-2010, VPAAO, The Hong Kong University of Science and Technology. Role: Project leader (HK\$475,876).

INDUSTRY / COMMUNITY OUTREACH TALKS

The Fair AI?: Reactions to AI-made organizational decisions. Doctor of Business Administration: From Insight to Impact, Information Session & Research Talk, Hong Kong University of Science and Technology, Hong Kong SAR, April 2024.

Psychological and Societal Interventions for Elderly Well-being. Keynote presentation and panel discussion, HKUST Center for Aging Science (C4AS) One-Day Conference: “Challenges and Opportunities for Promoting Mental Health and Well-being for Elderly”, Hong Kong University of Science and Technology, Hong Kong SAR, April 2024.

The Fair AI?: Reactions to AI-made organizational decisions. HKUST BizTalks Series, Hong Kong University of Science and Technology, Hong Kong SAR, February 2024.

Managing diversity. HKUST Business Insights Presentation Series, Hong Kong University of Science and Technology, Hong Kong SAR, April 2020.

Faculty-librarian collaboration. Center for Education Innovation (CEI) Workshop, Hong Kong University of Science and Technology, Hong Kong SAR, June 2017.

Psychology and organizational behavior. HKUST Symphony, HKUST Summer Camp, Hong Kong University of Science and Technology, Hong Kong SAR, June 2017.

Developing cultural intelligence: The role of prior international experiences and implicit culture beliefs. HKUST Outreach, Hong Kong University of Science and Technology, Hong Kong SAR, April 2015.

Psychology in Management: Cultural adjustment in a globalized world. HKUST Business Insights Presentation Series, Hong Kong University of Science and Technology, Hong Kong SAR, May 2013.

Intercultural Skills Development among HKUST Business School Undergraduate. Center for Enhanced Learning and Teaching (CELT) Workshop, Hong Kong University of Science and Technology, Hong Kong SAR, November 2012.

Business Teaching Series: Engaging Student Interest. Center for Business Education, Hong Kong University of Science and Technology, Hong Kong SAR, March 2012.

Organizational behavior: Research Project. Engaging undergraduates in research and inquiry: A scholarly dialogue, Center for Enhanced Learning and Teaching (CELT), Hong Kong University of Science and Technology, Hong Kong SAR, May 2011.

Undergraduate Research Opportunities Program. Engaging undergraduates in research and inquiry: A scholarly dialogue, Center for Enhanced Learning and Teaching (CELT), Hong Kong University of Science and Technology, Hong Kong SAR, May 2011.

Delivering your course. New Faculty Orientation, Center for Enhanced Learning and Teaching (CELT), Hong Kong University of Science and Technology, Hong Kong SAR, August 2010 & January 2011.

TEACHING INTERESTS

Organizational Behavior; Cross-cultural Management; Conflict Management / Dispute Resolution; Negotiation; Business Ethics and Social Responsibility