

# Kevin Tasa

## Curriculum Vitae

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### **Education**

- 2002 Ph.D. (Organizational Behaviour)  
University of Toronto – Rotman School of Management
- 1994 M.Sc. (Health Administration)  
University of Toronto – Department of Health Administration
- 1991 B.Comm.  
University of Saskatchewan

### **Academic Appointments**

- July 2011 – present Associate Professor, Schulich School of Business  
York University
- July 2008 – June 2011 Associate Professor, DeGroote School of Business  
McMaster University
- July 2009 – June 2010 Visiting Associate Professor, Schulich School of Business  
York University
- July 2002 – June, 2008 Assistant Professor, DeGroote School of Business  
McMaster University
- July 2000 – June 2002 Lecturer, School of Business & Economics  
Wilfrid Laurier University, Waterloo
- Jan. 2000 - Apr. 2000 Instructor, Rotman School of Management  
University of Toronto

## **Publications**

### **Peer Reviewed Publications**

Kung, F. Y. H., Chao, M. M., Yao, D., Adair, W. L., Fu, J. H. & Tasa, K. (2018) Bridging racial divides: Social constructionist (vs. Essentialist) beliefs facilitate interracial trust. *Journal of Experimental Social Psychology*. 74, 121-134.

Tasa, K., & Bell, C. (2017). Effects of implicit negotiation beliefs and moral disengagement on negotiator attitudes and deceptive behaviour. *Journal of Business Ethics*. 142, 169-183.

Tasa, K., Celani, A., & Bell, C. (2013). Goals in negotiation revisited: The impact of goal setting and implicit negotiation beliefs. *Negotiation and Conflict Management Research*. 6, 102-120.

Tajeddin, G., Safayeni, F., Connelly, C., & Tasa, K. (2012). The influence of emergent expertise on group decision processes. *Small Group Research*, 43, 50-74.

Tasa, K., Sears, G., & Schat, A. C. (2011). Personality and teamwork behavior in context: The cross-level moderating role of collective efficacy. *Journal of Organizational Behavior*, 32, 65-85.

Tasa, K., Taggar, S., & Seijts, G. H. (2007). The development of collective efficacy in teams: A multilevel and longitudinal perspective. *Journal of Applied Psychology*. 92, 17-27.

Tasa, K. & Whyte, G. (2005). Collective efficacy and vigilant problem solving in group decision making: A non-linear model. *Organizational Behavior and Human Decision Processes*, 96, 119-129.

Seijts, G. H., Latham, G. P., Tasa, K., & Latham, B. W. (2004). Goal setting and goal orientation: An integration of two different yet related literatures. *Academy of Management Journal*, 47, 227-239.

Brown, T. C., Li, S., Sargent, L. D., and Tasa, K. (2003). What went wrong at University Hospital? An exercise assessing training effectiveness. *Journal of Management Education*, 27, 485-496.

Lemieux-Charles, L., Murray, M., Baker, G.R., Barnsley, J., Tasa, K., & Ibrahim, S.A. (2002). The effects of quality improvement practices on team effectiveness: A mediational model. *Journal of Organizational Behavior*, 23, 533-553.

Soberman, L., Murray, M., Norton, P., van Maris, B, & Tasa, K. (1997). Satisfaction of residents and families in long-term care: 3. Dissemination of results. *Quality Management in Health Care*, 5(3), 63-71.

Tasa, K., Baker, G. R., & Murray, M. (1996). Using patient feedback for quality improvement. *Quality Management in Health Care*, 5(1), 66-74.

### **Book Chapters**

Tasa, K., Whyte, G. & Leonardelli, G. (2012). Goals and negotiation. In Edwin A. Locke and Gary P. Latham (eds.). *New Developments in Goal Setting and Task Performance*. New York: Routledge. p. 397-414.

### **Books Published**

Lewicki, R. J., Barry, B., Saunders, D. M. & Tasa, K. *Essentials of Negotiation*. (3<sup>rd</sup> edition published Feb. 2017).

McShane, S., Tasa, K. & Steen, S. *Canadian Organizational Behaviour*. (10<sup>th</sup> edition to be published Nov. 2017)

### **Negotiation Simulations Written**

Heard it Through the Grapevine.

- 4 party mediation exercise

Integrated Transplant Program

- 2 party negotiation between a hospital's Chief of Surgery and the VP of Clinical Operations over an amalgamated transplant program

### **Peer-reviewed Conference Presentations**

Tasa, K., & Budworth, M.H. (2017). *Measuring negotiation-specific knowledge: Development and validation of a situational judgment test*. Paper presented at the 2017 Academy of Management Conference, August 2017, Atlanta, GA.

Tasa, K., Budworth, M.H., Astray, T., & Chadha, E. (2017). *The impact of negotiation-specific knowledge on negotiator behavior, outcomes and learning*. International Association of Conflict Management, Berlin, Germany.

Semnani-Azad, Z., Adair, W.L., Tasa, K., Aslani, S., & Ramirez, J. (2016) *Communication Sensitivity in Honor Culture Negotiations*. International Association of Conflict Management, New York, USA.

Tasa, K. & Saghafian, M. (2015) *Effects of implicit negotiation beliefs and planning on team negotiation outcomes*. Paper presented at the 2015 Interdisciplinary Network for Group Research (INGRoup) conference, July, 2015, Pittsburgh, PA.

Chao, M. M., Kung, F. Y. H., Yao, D., Adair, W. L., Tasa, K., & Fu, J. H. (2014, August). *Understanding Cultural Differences in Intercultural Negotiation: The Role of Essentialism*. 74th Annual Meeting of the Academy of Management, Philadelphia, PA

Tasa, K. & Bell, C.M. (2014) *Learning goals and negotiator performance*. Paper presented at the 2014 International Congress on Applied Psychology, July 2014, Paris, FR.

Kung, F. Y. H., Adair, W. L. & Tasa, K. *When cultures collide and synergize: The role of cultural essentialism in intercultural negotiation*. Paper presented at the 2014 International Association of Conflict Management conference, July 2014, Leiden, Netherlands.

Tasa, K. & Bell, C.M. *Unchangeable and not caring: Effects of moral disengagement and implicit negotiation beliefs on negotiation process and outcomes*. Paper presented at the 2013 International Association of Conflict Management Conference, June 2013, Tacoma, WA.

Tasa, K. & Saghafian, M. *The emergence of collective efficacy: A qualitative approach to theory development*. Paper presented at the 2013 Academy of Management Conference, August 2013, Orlando, FL.

Tasa, K. *Team boundary spanning in context: The multilevel impact of organization and team factors*. Paper presented at the 2011 Interdisciplinary Network for Group Research (INGRoup) conference, July, 2011, Minneapolis, MN.

Celani, A., Tasa, K. & Schat, A.C.H. *An examination of collectivistic group norms in relation to collective efficacy and team performance*. Paper published in the Proceedings of the 2010 Academy of Management Conference, Montreal, QC.

Celani, A., & Tasa, K. *The influence of collectivistic group norms on organizational citizenship behaviour, collective efficacy and team performance*. Paper presented at the 2010 Interdisciplinary Network for Group Research (INGRoup) conference, July, 2010, Washington, DC.

Weber, J.M & Tasa, K. *Trust helps... except when it hurts: The interacting effects of trust and dependence on information sharing in hierarchical groups*. Paper presented at the 2010 International Association of Conflict Management Conference, Boston.

Tajeddin, G., Safayeni, F., Connelly, C., & Tasa, K. *The influence of emergent expertise on group decision making*. Paper presented at the 2009 Academy of Management Conference, August 2009, Chicago, IL.

Tasa, K. (Chair and Symposium Organizer). *Teams in context: Current findings and future directions*. Symposium presented at the 2008 Academy of Management Conference, August 2008, Anaheim, CA.

Tasa, K. *Team boundary spanning in context: The impact of organizational efficacy and top-management trust*. Paper presented at the 2008 Academy of Management Conference, August 2008, Anaheim, CA.

Tasa, K., & Celani, A. *Goals in negotiation revisited: Using learning goals to create value*. Proceedings of the Administrative Sciences Association of Canada, May 2008, Halifax, NS (Paper received the Honorable Mention Award from the OB Division).

Tasa, K., Sears, G., & Schat, A. *A multilevel analysis of the determinants of teamwork behavior*. Poster presented at the 2007 Society for Industrial and Organizational Psychology conference, April 2007, New York, NY.

Tasa, K., & Celani, A. *The impact of learning and performance goals on negotiation process and outcomes*. Paper presented at the 2007 Academy of Management Conference, August 2007, Philadelphia, PA.

Tasa, K., Sears, G., & Schat, A. *Dispositional and contextual determinants of teamwork behavior in self-managing teams: A longitudinal and cross-level analysis*. Proceedings of the Administrative Sciences Association of Canada, June 2006, Banff, AB.

Tasa, K., & Weber, J. M. *The interacting effects of trust and dependence on information sharing in hierarchical groups: When trust helps and when trust hurts*. Paper presented at the Academy of Management Conference, August 2004, New Orleans, LA.

Zinni, D. M., Wiesner, W. H., & Tasa, K. *The measurement of perceived barriers to local union participation: Do gender differences exist?* Paper presented at the Academy of Management Conference, August 2004, New Orleans, LA.

Tasa, K., Taggar, S., & Seijts, G. H. *Development of collective efficacy in self-managing teams: The impact of teamwork self-efficacy and team-playing behaviour*. Paper presented at the Academy of Management 2003 Conference, Seattle, WA.

Tasa, K. *The impact of collective efficacy on issue interpretation and strategic decision-making processes*. Paper presented at the Academy of Management 2002 Conference, Denver, CO.

Seijts, G. H., Latham, G. P., Tasa, K., & Latham, B. W. *Goal setting and goal orientation: An integration of two divergent literatures*. Paper presented at the Academy of Management 2002 Conference, Denver, CO.

Tasa, K., Brown, T. C., & Seijts, G. H. *The effect of proximal learning, outcome, and distal goals on information seeking and performance on a complex task*. Proceedings of the Administrative Sciences Association of Canada 2002 Conference, Winnipeg, MN (Paper received the Honorable Mention Award from the Organizational Behaviour Division).

Tasa, K. *The impact of collective efficacy on decision-making processes and risky decision-making behaviour*. Proceedings of the Administrative Sciences Association of Canada Conference, May 2001, London, Ontario.

Tasa, K. & Baker, G. R. *Using rapid cycle change methods: The role of team and organizational factors supporting improvement in healthcare*. Paper presented at the Academy of Management Conference, August 2001, Washington, D.C.

Tasa, K., and Sargent, L. *Toward the development of a model of the antecedents of collective efficacy*. Paper presented at the Administrative Sciences Association of Canada Conference, June 1998, Saskatoon, Saskatchewan,

Tasa, K., and Baker, G. R. *Using patient feedback in health care organizations*. Paper presented at the Twelfth International Conference on Quality in Health Care, June, 1996, St. John's, Newfoundland

Baker, G. R., Murray, M., and Tasa, K. *Quality in action: An instrument for assessing organizational culture for quality improvement*. Paper presented at the First International Scientific Symposium on Improving Quality and Value in Health Care, December, 1995, Orlando, Florida.

### **Practitioner Oriented Publications**

“Sharpening the Double-edged Sword: Does Confidence Prevent us from Accurately Perceiving Risk?” Published in the Fall 2006 issue of *Biz Magazine*.

“MBA Acceleration” Summary of research published in *Profit* magazine (Feb. 2007).

### **Research Funding**

SSHRC Insight Grant (2015 to 2019). Designing effective negotiation teams: A mixed-method investigation. Amount (\$86,850).

SSHRC Standard Research Grant – 2010. Project title: The origins of team confidence: Elaboration of the processes and predictors influencing development and change in collective efficacy. Amount (\$65,300).

SSHRC Standard Research Grant – 2006. Project title: The antecedents of collective efficacy in teams: A multi-method investigation. Amount (\$68,050).

SSHRC 4a Incentive Fund – 2004 (McMaster University). Project title: The impact of self-efficacy and collective efficacy on group decision making. Amount (\$5000).

## **Invited Presentations**

“Strategies for negotiation and persuasion.” 2016 Canadian Conference on Physician Leadership, May 13-14, Toronto, ON.

“Group Decision Making.” Keynote Address: Mercer Global Investment Forum. November 4, 2015, Toronto, ON.

“Strategies for effectively managing conflict.” 2015 Canadian Conference on Physician Leadership, April 15, Vancouver, BC.

“Negotiation and conflict management” Presented at the Munk School of Global Affairs, University of Toronto. April 16<sup>th</sup>, 2012.

“Boundary spanning in context: A multilevel and multi-study investigation” Presented at the Centre for Strategic Leadership speaker series, Wilfrid Laurier University. March 26<sup>th</sup>, 2010.

“Keys to team success: The usual suspects and some surprising new evidence.” Plenary session Sept. 17, 2007 at Trillium Health Centre, Mississauga, ON.

“The development of collective efficacy in teams: A multilevel and longitudinal perspective.” Presented at the Ivey Research Series, Richard Ivey School of Business, London, ON, January, 2005.

“The art and science of negotiation: A primer for professional writers.” Presented at the Periodical Writers Association of Canada Annual General Meeting, Hamilton, ON, May, 2005.

“Collective efficacy: Antecedents and outcomes in novel decision making situations.” Presented at Queen’s School of Business, Visiting Speaker Series, Kingston, ON, October, 2003.

## **Teaching**

### **Graduate**

- Managerial Negotiations (MBA)
- Organizational Behaviour (MBA)
- Business Communication & Team Dynamics (MMgt)
- Doctoral Seminar in Organizational Behaviour
- Doctoral Seminar in Advanced Multivariate Statistics (co-developed and taught with Dr. Aaron Schat and Dr. Catherine Connelly)

### **Undergraduate**

- Organizational Behaviour
- Communication, Thinking and Group Skills

- Human Resource Management
- Behavioural Issues in Management

### **Executive and Continuing Education**

- Core faculty: Physician Leadership Institute – Canadian Medical Association. Teaching *Conflict Management and Negotiation* (since 2013).
- University of Alberta Executive Education: *Negotiation Skills for Managers* (annually since 2013).
- Schulich Executive Education Centre: *Negotiation Skills* workshops to open enrolment participants (June 2012 – Dec 2014).
- School of Pension Investment Management (sponsored by Schulich School of Business and Mercer Consulting): Core faculty teaching *Group Decision Making* (since June 2012)
- OMA-CMA Physician Leadership Development Program (sponsored by OMA, CMA & Schulich): Core faculty teaching *Negotiation for Physician Leaders* (as of 2012)
- University of Toronto Physician Leadership Program (Institute of Health Policy, Management & Evaluation): Core faculty teaching *Negotiation and Conflict Management* (since 2010).
- Purchasing Management Association of Canada
  - Faculty for the *Supply Chain Management Leadership Program*. Taught half-day sessions entitled “Negotiation Skills for Supply Chain Professionals” (2006-2008).
  - Instructor: 2-day *Negotiation Skills* workshops (conducted in Toronto, Calgary, and Edmonton)
- McMaster Centre for Continuing Education: Taught full day workshops on *Negotiation Skills* (2006 & 2007).

### **Supervision**

#### **Doctoral Student Supervision**

Tatiana Astray (OB – Schulich) – in progress

Mingshuang Ji (OB – Schulich) – in progress

Anthony Celani – Dissertation Title: “Antecedents and consequences of collectivistic group norms.” Defended April, 2010.

- Awarded Best Dissertation Prize by the Human Resources Professional Association of Ontario (HRPAO) in June 2011.

#### **Doctoral Student Dissertation Committees – In Progress and Completed**

Golchehreh Sohrab (OB - Schulich) – defended February 2014.

Tatiana Kuzamenko (Management - DeGroot) – defended January 2009.

Nita Chhinzer (Management - DeGroot) – defended January 2007.

Michael Bliemel (Information Systems - DeGroot) – defended May 2006.

Greg Sears (Management - DeGroot) – defended June 2005.

### **Masters Level Supervision: Directed Studies Courses**

Laura Kim (2013)

Heston D'Sousa (2015)

Michael Andrisani (2015)

Jeremy Wu (2015)

Patrick Bunker (2016)

### **External Examiner (Doctoral)**

Meredith Woodruff (Ivey Business School – Western University) – July 2015

- Dissertation Title: “Working harder, working smarter, or doing both? How interpretation of combined learning and performance goals affects complex task performance”

Jennifer Harrison (School of Human Resource Management – York University) - June 2015

- Dissertation Title: “Investigating gratitude’s effects on pro-social rule breaking willingness in supervisor-subordinate relationships”

Martha Simmons (Osgoode Hall Law School – York University) – April 2015

- Dissertation Title: “Increasing Innovation in Legal Process: The Contribution of Collaborative Law”

Elena Lvina (Management – Concordia University) – June 2011

- Dissertation Title: “Political skill in the team context: Team political skill composition and team effectiveness.”

Tom O’Neil (I/O Psychology – University of Western Ontario) – April 2011

- Dissertation Title: “An integrative model of conflict and conflict management in organizational work teams.”

### **Editorial Board**

Journal of Organizational Behavior – appointed February 2007.

### **Ad-hoc Journal Referee**

- Academy of Management Journal
- Organizational Behavior and Human Decision Processes
- Negotiation and Conflict Management Research
- Journal of Experimental Social Psychology
- Journal of Occupational and Organizational Psychology
- European Journal of Social Psychology
- Group Decision and Negotiation

- Applied Psychology: An International Review
- Canadian Journal of Administrative Sciences
- Group & Organization Management
- Small Group Research
- Journal of Applied Social Psychology

### **Conference and Granting Agency Referee**

- Administrative Sciences Association of Canada annual conference - since 1999.
- Academy of Management annual conference - since 2002.
  - Member of the OB Division's 2007 *Making Connections* Awards Committee (to recognize the symposium submitted for the 2007 annual conference that best bridges boundaries across groups)
- Society for Industrial and Organizational Psychology annual conference – 2006 to 2009.
- SSHRC Standard Research Grant application reviewer – 2010.

### **Honours**

- Seymour Schulich Award for Teaching Excellence (2<sup>nd</sup> place: 2015)
- Nominated for Seymour Schulich Award for Teaching Excellence (2012, 2013, 2015, 2016)
- Honourable Mention Award for Best Paper – ASAC Conference 2002 & 2008
- Basu Teaching Award by McMaster MBA Student Association (2008)
- Outstanding Reviewer Award (2006) – OB Division, Academy of Management
- Nominated for Basu Teaching Award by McMaster MBA Student Association (2003 & 2006)
- Honourary Member, Golden Key Society (2003)
- Dean's Recognition of Teaching Excellence (for teaching ratings in the top 10%) – Wilfrid Laurier University (2001 & 2002)
- University of Toronto Open Doctoral Fellowship (\$20,000 per year) (1996-2000)
- University of Toronto Open Masters Fellowship (\$7,600) (2003-2004)

### **Professional Memberships**

Academy of Management (AOM)

Administrative Sciences Association of Canada (ASAC)

Interdisciplinary Network for Group Research (INGROUP)

International Association for Conflict Management (IACM)

### **Administrative Roles at York**

Program Director, Master of Management Program

May 2016 - present

Master of Management Task Force Member  
July 2015 – April 2016

School of Business MBA Committee  
July 2011 – May 2016

Faculty Coordinator for International Visiting Programs  
November 2012 - 2013

School of Business Teaching Excellence Task Force  
November 2011 - 2013

School of Graduate Studies, Master's CGS Adjudication Committee  
January 2012

### **Administrative Roles at McMaster**

Director of MBA Programs, DeGroot School of Business  
July 2008 – June 2009

School of Business Graduate Admissions Committee  
Member, July 2010 – June 2011

School of Business, Faculty Council (Elected Faculty Representative)  
July 2006 – June 2009

School of Business Graduate Student Awards Committee  
Member, July 2004 to June 2009.

School of Business Associate Dean Selection Committee  
Member, May 2003

School of Business Student Research Ethics Committee (SBSREC)  
Member, July 2003 to July 2006