

RUODAN SHAO

Associate Professor
Area of Organization Studies
Schulich School of Business
York University
111 Ian Macdonald Boulevard
Toronto, ON, Canada M3J 1P3

EDUCATION

- 2011 *Doctor of Philosophy (Ph.D.)*, Organizational Behaviour and Human Resources
University of British Columbia, Vancouver, BC, Canada
Sauder School of Business
- 2005 *Master of Science in Management*, Human Resource Management and Labor
Relations
University of Lethbridge, Lethbridge, AB, Canada
Faculty of Management
- 2000 *Bachelor of Economics*, Tourism Management
Nankai University, Tianjin, P. R. China
School of Business

ACADEMIC POSITIONS

- July 2018 to Present Associate Professor
Area of Organization Studies, Schulich School of Business
York University
- July 2015 to June 2018 Associate Professor
Norman Frohlich Fellow in Management (April to June 2018)
Department of Business Administration, Asper School of Business
University of Manitoba
- Aug. 2011 to June 2015 Assistant Professor
Department of Management, College of Business
City University of Hong Kong
- Sept. 2009 to Aug. 2010 Lecturer
OBHR Division, Sauder School of Business
University of British Columbia

RESEARCH INTERESTS

- Corporate Social Responsibility
- Business Ethics/Ethical Decision-Making
- Organizational Justice
- Cross-Cultural Management
- Strategic Human Resource Management

PUBLICATIONS

[Total citations as of Aug 21, 2018: Google Scholar: 1064; *h*-index= 10; i10-index=12]
[*students as coauthors; † equal contribution]

Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (in press). Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organizational Behavior*. [Impact factor: 3.607, ABS 4 journal, ABDC A* journal]

Jones, D. A., Newman, A., Shao, R., & Cooke, F. L. (in press). Advances in employee-focused micro level research on corporate social responsibility: Situating new contributions within the current state of the literature. *Journal of Business Ethics*. [Editorial Paper] [Impact factor: 2.354, FT-50 journal, ABDC A journal]

*Bavik, Y. L., *Tang, P. M., Shao, R., & Lam, L. W. (in press). Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths. *The Leadership Quarterly*. [Impact factor: 4.326, ABS 4 journal, ABDC A* journal]

*Mallory, D. B., Rupp, D. E., & Shao, R. (in press). Corporate social responsibility: Multidisciplinary and multilevel perspectives. *Oxford Bibliographies*.

Rupp, D. E., Shapiro, D., Folger, R., Skarlicki, D., & Shao, R. (2017). A critical analysis of the conceptualization and measurement of organizational justice: Is it time for reassessment? *Academy of Management Annals*, 11, 919-959. [Impact factor: 9.741]

Skarlicki, D. P., van Jaarsveld, D. D., Shao, R., *Song, Y. H., & Wang, M. (2016). Extending the multifoci perspective: The role of supervisor justice and moral identity in the relationship between customer justice and customer-directed sabotage. *Journal of Applied Psychology*, 101(1), 108-121. [Impact factor: 4.799, FT-50 journal, ABS 4 journal, ABDC A* journal]

May, D.R., *Chang, Y.K., & Shao, R. (2015). Does ethical membership matter? Moral identification and its organizational implications. *Journal of Applied Psychology*, 100(3), 681-694. [Impact factor: 4.799, FT-50 journal, ABS 4 journal, ABDC A* journal]
➤ 2015 International Association for Business and Society (IABS) and Brigham Young University (BYU) Marriott School of Management prize for Best Published Paper award

- *Liu, Y.H., Wang, M., Chang, C. H., Shi, J., Zhou, L., & **Shao, R.** (2015). Work-family conflict, emotional exhaustion, and aggression toward others: The moderating role of workplace interpersonal conflict and perceived managerial family support. *Journal of Applied Psychology*, 100(3), 793-808. [**Impact factor: 4.799, FT-50 journal, ABS 4 journal, ABDC A* journal**]
- Rupp, D. E. †, **Shao, R.** †, Jones, K., & Liao, H. (2014). The utility of a multifoci approach to the study of organizational justice: A meta-analytic investigation into the consideration of normative rules, moral accountability, bandwidth-fidelity, and social exchange. *Organizational Behavior and Human Decision Processes*, 123(2), 159-185. [† **equal contribution**] [**Impact factor: 3.938, FT-50 journal, ABS 4 journal, ABDC A* journal**]
- Shao, R.**, & Skarlicki, D. P. (2014). Service employees' reactions to mistreatment by customers: A comparison of North America and East Asia. *Personnel Psychology*, 67(1), 23-59. [**Impact factor: 4.49, ABS 4 journal, ABDC A* journal**]
- Rupp, D. E., **Shao, R.**, *Thornton, M., & Skarlicki, D.P. (2013). Applicants' and employees' reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology*, 66, 895-933. [**Impact factor: 4.49, ABS 4 journal, ABDC A* journal**]
- Shao, R.**, Rupp, D. E., Skarlicki, D. P., & *Jones, K. S. (2013). Employee justice across cultures: A meta-analytic review. *Journal of Management*, 39(1), 263-301. [**Impact factor: 6.071, FT-50 journal, ABS 4* journal, ABDC A* journal**]
 ➤ **Winner of Emerald Citations of Excellence Award for 2016**
- Rupp, D. E., Skarlicki, D. P., & **Shao, R.** (2013). The psychology of corporate social responsibility and humanitarian work: A person-centric perspective. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 6, 364-371. [**Impact factor: 0.586, ABDC B journal**]
- Shao, R.**, & Perlow, R. (2010). Effects of perceived responsibility, injury severity, and injury target on discipline severity. *Human Performance*, 23(1), 41-57. [**Impact factor: 1.297, ABS 3 journal, ABDC A journal**]
- Shao, R.**, & Skarlicki, D. P. (2009). The role of mindfulness in predicting individual performance. *Canadian Journal of Behavioural Science*, 41(4), 195-201. [**Impact factor: 1.015**]
- Shao, R.**, Aquino, K., & Freeman, D. (2008). Beyond moral reasoning: A review of moral identity research and its implications for business ethics. *Business Ethics Quarterly*, 18(4), 513-540. [**Impact factor: 2.991, ABS 4 journal, ABDC A journal**]
 ➤ **Business Ethics Quarterly's Best Paper Award of 2008**

PUBLISHED CONFERENCE PROCEEDINGS

Shao, R., & Skarlicki, D. P. (2011). Employee sabotage associated with customer injustice: A comparison of North America and East Asia. *Academy of Management Best Paper Proceedings, San Antonio, USA.*

BOOK CHAPTERS

Cropanzano, R. S., Rupp, D. E., Thornton, M. A., & **Shao, R.** (2016). Organizational justice and organizational citizenship. In P. Podsakoff, Mackenzie, S.B., & Podsakoff, N. P. (Eds.), *The Oxford handbook of organizational citizenship behavior* (pages 1 to 59). UK: Oxford University Press. DOI: 10.1093/oxfordhb/9780190219000.013.19

REFEREED CONFERENCE PRESENTATIONS

Takeuchi, R., Chen, J., & **Shao, R.** (2018, August). The moderating effect of culture on the HPWS-firm performance relationship: A meta-analysis. Paper presented at the Annual Conference of the Academy of Management, Chicago, Illinois, USA.

Song, Y., Skarlicki, D.P., **Shao, R.**, Park, J. (2017, August). *Reducing customer-directed sabotage: Employee problem-solving orientation and core self-evaluation.* Paper presented at the Annual Conference of the Academy of Management, Atlanta, Georgia, USA.

Song, Y., **Shao, R.**, Skarlicki, D.P., Park, J. (2016, August). *The role of conscientiousness and LMX in the customer mistreatment and employee sabotage linkage.* Paper presented at the Annual Conference of the Academy of Management, Anaheim, California, USA.

Cropanzano, R., Rupp, D. E., Thornton, M. A., & **Shao, R.** (2016, August). Organizational justice and organizational citizenship. In Podsakoff, P. & Martinez, T. (Co-chairs). *Traditional predictors of OCB: Reviews and recommendations for future research.* Symposium presented at the Annual Conference of the Academy of Management, Anaheim, California, USA.

Bavik, Y., Tang, P., **Shao, R.**, & Chen, Y. (2016, April). The dual-motivational effects of ethical leadership on employee knowledge sharing. Poster presented at the Society for Industrial and Organizational Psychology (SIOP) annual conference, Anaheim, California, USA.

Song, Y., **Shao, R.**, Skarlicki, D.P., Park, J. (2016, April). Effects of conflict-handling strategy on daily customer mistreatment–employee performance relationship. In Liu, Y. (Chair). *Exploring strategies to buffer the detrimental impacts of customer mistreatment.* Symposium presented at the Society for Industrial and Organizational Psychology (SIOP) annual conference, Anaheim, California, USA.

Shao, R., Rupp, D.E., Skarlicki, D.P., & Paddock, E.L. (2015, August). The role of uncertainty avoidance and individualism in the relationship between corporate social responsibility and employees' organizational citizenship behaviors. In Schmidt, G.B. (Chair). *New perspectives on corporate social responsibility*. Symposium presented at the Academy of Management Annual Conference, Vancouver, BC, Canada.

Song, Y., **Shao, R.,** Skarlicki, D.P., Park, J. (2015, August). The cross-level moderated mediation effects of psychological detachment and supervisor justice on daily reports of customer mistreatment, emotional exhaustion, and customer-directed sabotage. In D. van Jaarsveld and S. L.D. Restubog (Co-Chairs). *New developments in customer mistreatment research*. Symposium presented at the Academy of Management Annual Conference, Vancouver, BC, Canada.

Shao, R., Tenbrunsel, A., Diekmann, K., & Skarlicki, D.P. (2015, June). *Predicting unethical behavior: The interactive role of plurality, status and culture on misrepresenting information*. Paper presented at the 4th International Workshop on Organizational Justice and Behavioural Ethics, Edinburgh UK.

May, D.R., Chang, Y.K., & **Shao, R.** (2014, August). *Does ethical membership matter? Moral identification and its organizational implications*. Paper presented at the Annual Conference of the Academy of Management, Philadelphia, Pennsylvania, USA.

Skarlicki, D.P., van Jaarsveld, D., **Shao, R.,** & Song, Y.H. (2014, August). The compensatory effect of supervisor fairness in predicting employee sabotage toward customer. In D. van Jaarsveld and S. L.D. Restubog (Co-Chairs). *New developments in customer mistreatment research*. Symposium presented at the Academy of Management Annual Conference, Philadelphia, Pennsylvania, USA.

Rupp, D.E., & **Shao, R.** (2014, August). The role of individualism in the curvilinear relationship between corporate social responsibility and employee engagement. In R. Shao & D.E. Rupp (Co-Chairs). *Corporate social responsibility and sustainability: New insights from micro-OBHR perspective*. Symposium presented at the Annual Conference of the Academy of Management, Philadelphia, Pennsylvania, USA.

--- **Showcase Symposium selected by the HR division**

Shao, R., Zhou, L., Wang, M., & Alterman, V. (2014, May). *Survivors' reactions to layoff: The role of corporate social responsibility*. Poster presented at the Society for Industrial and Organizational Psychology (SIOP) annual conference, Honolulu, Hawaii, USA.

Shao, R., & Skarlicki, D. P. (2013, August). Employee sabotage affiliated with injustice from customers: The moderating role of justice orientation and individual-collective primacy. In M. Graso (Chair). *Organizational justice: Bring culture to the table*. Symposium presented at the Academy of Management Annual Conference, Orlando, Florida, USA.

- Rupp, D. E., **Shao, R.**, Skarlicki, D. P., Paddock, E. L., Kim, T.Y., & Nadisic, T. (2013, August). *Corporate social responsibility and employee engagement: The role of self-autonomy and individualism*. Paper presented at the Academy of Management Annual Conference, Orlando, Florida, USA.
- Rupp, D. E., **Shao, R.**, Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2013, August). Interpersonal injustice and turnover intentions: The moderating role of corporate social responsibility and collectivism. In R. K. Dhensa-Kahlon, & L. Zhu (Co-chairs). *Why justice matters: The role of meaning in organizational justice research*. Symposium presented at the Academy of Management Annual Conference, Orlando, Florida, USA.
- Rupp, D. E., **Shao, R.**, Skarlicki, D. P., & Kim, T.Y. (2012, August). How business ethics pay off: The role of corporate social responsibility in employees' OCB. In R. Shao, D. P. Skarlicki, & D.E., Rupp (Co-chairs) *Corporate social responsibility: What do we know and where do we go from here?* Symposium to be presented at the Academy of Management Annual Conference, Boston, MA, USA.
- Shao, R.**, & Skarlicki, D. P. (2011, August). *Employee sabotage associated with customer injustice: A comparison of North America and East Asia*. Paper presented at the Academy of Management Annual Conference at San Antonio, TX, USA.
- Shao, R.**, Skarlicki, D. P., & Rupp, D. E. (2011, August). *Applicants' and employees' reactions to CSR: The role of justice and moral identity*. Paper presented at the Academy of Management Annual Conference at San Antonio, TX, USA.
- Shao, R.**, Skarlicki, D. P., & Rupp, D. E. (2010, August). *The role of corporate social responsibility in attracting high caliber talent: Third-party justice perspective*. Paper presented at the International Society for Justice Research Biennial Conference, Banff, Canada.
- Shao, R.**, Rupp, D. E., Skarlicki, D. P., & Jones, K. S. (2010, August). Do justice effects generalize across cultures? A meta-analysis of culture on multi-foci justice. In R. Shao & D. P. Skarlicki (Co-chairs) *Taking workplace justice abroad: Daring to care about the differences*. Symposium presented at the Academy of Management Annual Conference, Montreal, Canada.
- Shao, R.**, & Skarlicki, D. P. (2009, August). *The role of mindfulness in predicting individual performance*. Paper presented at the American Psychological Association Annual Convention, Toronto, Canada.
- Shao, R.**, & Perlow, R. (2006, August). *Effects of perceived responsibility, injury severity, and injury target on discipline judgments*. Paper presented at the Academy of Management Annual Conference in Atlanta, USA.

INVITED PRESENTATIONS

Shao, R., Zhou, L., Wang, M., & *Alterman, V. (2016, September). Layoff survivors' perceptions of and reactions to layoff decisions and treatment: The role of corporate social responsibility. Invited presentation to Carlson School of Management, University of Minnesota, Minneapolis, USA.

Rupp, D. E., **Shao, R.,** Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2014, March). *Corporate social responsibility and employee engagement: The moderating role of self-determination and individualism*. Invited presentation to Faculty of Business, Lingnan University, Guangzhou, China.

Shao, R., & Perlow, R. (2008, May). *Effects of perceived responsibility, injury severity, and injury target on discipline judgments*. Invited presentation to Faculty of Business Administration at Anadolu University, Eskisehir, Turkey.

RESEARCH GRANTS

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| 2018 | Norman Frohlich Fellowship in Management (CAD\$40,185) |
| 2016 | The Associates' Achievement Awards in Research (CAD\$4,000) |
| 2016 | Social Sciences and Humanities Research Council of Canada (SSHRC) – Insight Development Grant (IDG) (CAD\$ 67,780) |
| 2015 | University of Manitoba Startup Research Fund (CAD\$75,000) |
| 2014 | Hong Kong Research Grants Council (RGC) – GRF Grant (CAD\$88,918) |
| 2013 | Hong Kong Research Grants Council (RGC) – ECS Grant (CAD\$102,651) |
| 2012 | City University of Hong Kong Strategic Research Grant (SRG) (CAD\$13,343) |
| 2011 | City University of Hong Kong Startup Research Fund (CAD\$67,354) |
| 2010 | Lim Kim San Fellowship, Singapore Management University |
| 2010 | Inter-University Research Centre on Globalization and Work (CRIMT) Studentship, SSHRC_MCRI Project (CAD\$15, 000) |
| 2010 | Inter-University Research Centre on Globalization and Work (CRIMT) Dissemination Fund, SSHRC_MCRI Project (CAD\$1,500) |
| 2009 | Social Policy Research Conference Travel Award, University of British Columbia (CAD\$1,500) |

2009 Social Sciences and Humanities Research Council of Canada (SSHRC),
Doctoral Fellowship (CAD\$20,000)

2009 Inter-University Research Centre on Globalization and Work (CRIMT)
International Exchange Fund, SSHRC_MCRI-II Project (CAD\$3,500)

AWARDS

Research Awards

2017 2015 International Association for Business and Society (IABS) and
Brigham Young University (BYU) Marriott School of Management prize for
Best Published Paper award

2016 The Associates' Achievement Awards in Research (University of Manitoba)

2016 Emerald Citations of Excellence Award for 2016

2011 Academy of Management OB Division's Award for Best Paper
with International Implications

2009 Best Paper Award at Business Ethics Quarterly for year 2008

Teaching Awards

2010 University of British Columbia Graduate Student Teaching Award (\$1,000)

2009 University of British Columbia Commerce Undergraduate Society (CUS)
Teaching Excellence Award Nominee

TEACHING EXPERIENCE

Graduate level courses

2014/2015 High Performance Collaborations (MGT6209)
City University of Hong Kong
Student Evaluation--Effectiveness of Teacher: 6.04 out of 7

2013/2014 Strategic Organizational Communications (MGT6102)
City University of Hong Kong
Student Evaluation--Effectiveness of Teacher: 6.25 out of 7

2016/2017 PhD Seminar in Organizational Behavior (GMGT 7410)
University of Manitoba

2017/2018 Strategic Leadership and Managing Change (IDM7510, MBA course)
University of Manitoba

Undergraduate level courses

- 2015/2016 Introduction to Organizational Behavior (GMGT 2070)
University of Manitoba
Student Evaluation: 98% of the ratings “Good” and/or “Very Good”
- 2014/2015 Management (CB2300)
City University of Hong Kong
Student Evaluation--Effectiveness of Teacher: 5.59 out of 7
- 2012/2013 Staff Relations and Grievance Handling (MGT4234)
City University of Hong Kong
Student Evaluation--Effectiveness of Teacher: 6.52 out of 7
- 2011/2012 Contemporary Business Communication (GE2212)
City University of Hong Kong
Student Evaluation--Effectiveness of Teacher: 6.22 out of 7
- 2009 Organizational Behaviour and Management (COMM292)
University of British Columbia
Student Evaluation--Effectiveness of Teacher: 4.66 out of 5
- *UBC Commerce Undergraduate Society Teaching Excellence Award Nominee*
 - *UBC Graduate Student Teaching Award Winner*

PROFESSIONAL SERVICE

Special Issue Editor

Journal of Business Ethics

(Thematic Symposium: Corporate Social Responsibility and Employees)

Editorial Board

Journal of Applied Psychology (July 2018 – present)

Journal of Management (July 2014 – present)

Journal Reviewer

Academy of Management Journal

Academy of Management Review

Organizational Behavior and Human Decision Processes

Human Relations

Journal of Business Ethics

Selected Administrative and University Service

University of Manitoba

Oct. 2015 to present	Human Rights and Social Justice Committee (Strategic Research Plan 2015-2020 Themes)
Mar. 2016 to present	GRPC Department Representative
Mar. 2016 to Dec. 2016	Ad hoc JD-MBA Committee
Mar. 2016 to present	Faculty Search Committee
Mar/June 2016	Acting Head, Department of Business Administration
June 2016 to Dec. 2016	Ad-hoc Committee of Faculty Council (Asper Promotion Policy)

City University of Hong Kong

Aug. 2011 to June 2015	Interview Panel (for student applicants)
Aug. 2012 to June 2015	College of Business Student Advising Committee
June 2013 to June 2014	Gateway Education Task Force
June 2014 to June 2015	Department Publication Officer
May 2015	DBA Residential Workshop Facilitator

STUDENT SUPERVISION

Long He (in progress). Corporate social responsibility and employee reactions at work. PhD advisor, University of Manitoba.

PROFESSIONAL AFFILIATIONS

- Academy of Management (AOM)
- Society for Industrial/Organizational Psychologists (SIOP)
- International Society for Justice Research (ISJR)
- Global Young Academy (GYA)