

VITA

Ruodan Shao, Ph.D. (she/her)

Professor of Organization Studies
Area Coordinator, Organization Studies
Schulich School of Business
York University
Seymour Schulich Building – Room N303F
4700 Keele Street
Toronto, Ontario, Canada M3J 1P3
Phone: 416 736 2100 ext. 77917
Email: rshao@schulich.yorku.ca

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

PROFESSIONAL EXPERIENCE

- July 2022 to Present Area Coordinator
Area: Organization Studies, Schulich School of Business
York University, Canada
- July 2025 to Present Professor
Schulich Research Excellence Fellow (2021/04 - present)
Area: Organization Studies, Schulich School of Business
York University, Canada

July 2018 to June 2025	Associate Professor Schulich Research Excellence Fellow (2021/04 - present) Area: Organization Studies, Schulich School of Business York University, Canada
Sept. 2021 to Apr. 2022	Visiting Researcher Department of Organizational Behavior and Human Resources Management Rotman School of Management University of Toronto, Canada
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, Canada [Maternity leave taken in 2017]
Aug. 2011 to June 2015	Assistant Professor Department of Management, College of Business City University of Hong Kong, Hong Kong
Sept. 2009 to Aug. 2010	Part-time Lecturer OBHR Division, Sauder School of Business University of British Columbia, Canada

AWARDS AND DISTINCTIONS

Research Awards

2025	Journal of Organizational Behavior, 2024 JOB Best Paper Award
2024-2027	Schulich Research Excellence Fellowship Schulich School of Business, York University
2023	<i>Academy of Management</i> Annual Conference Conflict Management Division's Best Paper Award
2022	Dean's Research Impact Award (Emerging Leader) Schulich School of Business, York University
2022	Nominee. York Research Chair nomination submitted by Schulich School of Business, York University
2021-2024	Schulich Research Excellence Fellowship

Schulich School of Business, York University

- 2019 *Academy of Management* Annual Conference
Managerial and Organizational Cognition (MOC) Division's
Best Submission with Practical Implications Award as symposium organizer
- 2019 *Academy of Management* Annual Conference
Managerial and Organizational Cognition (MOC) Division's
Best Submission with Practical Implications Award as contributing author
- 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,
Asper School of Business, University of Manitoba
- 2016 Emerald Citations of Excellence Award for 2016 for the following
article: **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.
- 2011 *Academy of Management* Organizational Behavior (OB) Division's
Award for Best Paper with International Implications
- 2009 Best Paper Award at Business Ethics Quarterly for year 2008 for the
following article: **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.

Teaching Awards

- 2016 Dean's Memorandum for Teaching Excellence,
Asper School of Business, University of Manitoba
- 2015 Dean's Memorandum for Teaching Excellence,
Asper School of Business, University of Manitoba
- 2010 University of British Columbia Graduate Student Teaching Award
(\$1,000)
- 2009 University of British Columbia Commerce Undergraduate Society
(CUS) Teaching Excellence Award Nominee

RESEARCH INTERESTS

- Corporate and Employee Social Responsibility
- Behavioral Ethics and Business Ethics
- (In)justice and Mistreatment
- Cross-Cultural Management

PUBLICATIONS

[*students as coauthors; † equal contribution] [Google Scholar citations: 5657; h-index =20; i10-index=22]

1. Shao, Y., *Huang, C., Song, Y., Wang, M., Song, Y.H., & **Shao, R.** (2025). Using augmentation-based AI tool at work: A daily investigation of learning-based benefit and challenge. *Journal of Management*, 51(8), 3353-3390. [Impact factor: 13.5, **FT-50**, **ABDC A* journal**, ABS 4* journal]
2. *Huang, H.C., **Shao R.**, Tenbrunsel, A.E., Skarlicki, D.P., & Diekmann, K.A. (2025). The plurality effect: People are more dishonest toward group than individual targets. *Journal of Experimental Social Psychology*, 119, 104746. [Impact factor: 3.1, **ABDC A journal**, ABS 4* journal]
3. *Strah, N., Rupp, D.E., **Shao, R.**, King, E., & Skarlicki, D.P. (2024). Why have we not detected gender differences in organizational justice perceptions?! An evidenced-based argument for increasing inclusivity within justice research. *Journal of Organizational Behavior*, 45, 1117-1146. [Impact factor: 6.8, **ABDC A* journal**, ABS 4 journal]¹

Journal of Organizational Behavior Best Paper Award

4. Amarnani, R., Restubog, S., **Shao, R.**, Cheng, D., & Bordia, P. (2022). A self-verification perspective on customer mistreatment and customer-directed organizational citizenship behaviors. *Journal of Organizational Behavior*, 43, 912-931. [Impact factor: 6.8, **ABDC A* journal**, ABS 4 journal]
5. **Shao, R.**, *He, L., Chang, C. H., Wang, M., *Baker, N., Pan, J., & Jin, Y. (2021). Employees' reactions towards COVID-19 information exposure: Insights from terror management theory and generativity theory. *Journal of Applied Psychology*, 106(11), 1601-1614. [Impact factor: 9.9, **FT-50**, **ABDC A* journal**, ABS 4* journal]
6. Song, Y. H., †Skarlicki, D.P., †**Shao, R.**, Park, J. (2021). Reducing customer-directed deviant behavior: The role of psychological detachment and supervisory unfairness.

¹ FT-50 - Financial Times Top 50 Journals

ABDC - Australian Business Deans Council Journal Rankings List. A*: Best or leading journal in its field. A: Highly regarded. B: Well regarded.

ABS - Association of Business Schools Academic Journal Quality Guide. 4*: World elite journal. 4: Top journal. 3: Highly regarded.

Journal of Management, 47(8), 2008-2036. DOI: 10.1177/0149206320925877 [† **equal contribution**, Impact factor: 13.5, **FT-50, ABDC A* journal**, ABS 4* journal]

7. Chang, C. H., **Shao, R.**, Wang, M., & *Baker, N. (2021). Workplace interventions in response to COVID-19: An occupational health psychology perspective. *Occupational Health Science*, 5, 1-23. [Impact factor: 3.1]
8. Jones, D. A., Newman, A., **Shao, R.**, & Cooke, F. L. (2019). 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*, 157(2), 293-302. [**Editorial Piece**] [Impact factor: 6.1, **FT-50, ABDC A journal**, ABS 3 journal]
9. Rupp, D. E., **Shao, R.**, Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2018). Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organizational Behavior*, 39(5), 559-579. [Impact factor: 6.8, **ABDC A* journal**, ABS 4 journal]
10. *Bavik, Y. L., *Tang, P. M., **Shao, R.**, & Lam, L. W. (2018). Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths. *The Leadership Quarterly*, 29(2), 322-332. [Impact factor: 7.5, **ABDC A* journal**, ABS 4 journal]
11. 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(2), 919-959. [Impact factor: 21.2, **ABDC A* journal**, ABS 4* journal]
12. *Mallory, D. B., Rupp, D. E., & **Shao, R.** (2016). Corporate social responsibility: Multidisciplinary and multilevel perspectives. *Oxford Bibliographies in Management Studies*.
13. 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: 9.9, **FT-50, ABDC A* journal**, ABS 4* journal]
14. 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: 9.9, **FT-50, ABDC A* journal**, ABS 4* journal]

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

15. *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: 9.9, **FT-50**, **ABDC A* journal**, ABS 4* journal]

16. †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: 4.6, **FT-50**, **ABDC A* journal**, ABS 4 journal]
17. **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: 5.5, **ABDC A* journal**, ABS 4* journal]

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

18. 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(4), 895-933. [Impact factor: 5.5, **ABDC A* journal**, ABS 4* journal]
19. **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: 13.5, **FT-50**, **ABDC A* journal**, ABS 4* journal]

Winner of Emerald Citations of Excellence Award for 2016

20. 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(4), 361-368. [Impact factor: 15.8, ABDC B journal]
21. **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: 2.2, **ABDC A journal**]
22. **Shao, R.**, & Skarlicki, D. P. (2009). The role of mindfulness in predicting individual performance. *Canadian Journal of Behavioral Science*, 41(4), 195-201. [Impact factor: 2.5]
23. **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: 3.0, **ABDC A journal**, ABS 4 journal]

Business Ethics Quarterly's Best Paper Award of 2008

BOOK CHAPTERS

Cropanzano, R. S., Rupp, D. E., Thornton-Lugo, M. A., & **Shao, R.** (2018). Organizational justice and organizational citizenship. In P. Podsakoff, Mackenzie, S.B., & Podsakoff, N. P. (Eds.), *The Oxford handbook of organizational citizenship behavior* (pp. 255 to 283). UK: Oxford University Press. DOI: 10.1093/oxfordhb/9780190219000.013.19

PUBLISHED CONFERENCE PROCEEDINGS

[*students as coauthors]

1. *Huang, H.C., **Shao, R.**, Tenbrunsel, A., & Skarlicki, D. P. (2023). The plurality effect: People behave more unethically toward group than individual targets. *Academy of Management Best Paper Proceedings*, Boston, MA.
2. Shao, Y., *Huang, C., Song, Y.H., & **Shao, R.** (2022). Uncovering cognitive costs of using artificial intelligence tools at work: A daily diary study. *Academy of Management Best Paper Proceedings*, Seattle, WA.
3. *He, L., **Shao, R.**, Song, Y.H., & Park, J. (2020). An examination of the antecedents and consequences of customer mistreatment. *Academy of Management Best Paper Proceedings*, Virtual Meeting.
4. *Schulz, N. Rupp, D. E., **Shao, R.**, & Skarlicki, D. (2019). Gendered reactions to organizational justice: A meta-analysis. *Academy of Management Best Paper Proceedings*, Boston, MA.
5. Takeuchi, R., *Chen, J. & **Shao, R.** (2018). The moderating effect of culture on the HPWS-firm performance relationship: A meta-analysis. *Academy of Management Best Paper Proceedings*, Chicago, IL.
6. Song, Y. H., **Shao, R.**, Skarlicki, D. P., Park, J. (2016). The role of conscientiousness and LMX in the customer mistreatment and employee sabotage linkage. *Academy of Management Best Paper Proceedings*, Anaheim, CA.
7. **Shao, R.**, Rupp, D.E., & Paddock, E.L. (2015). The role of uncertainty avoidance and individualism in the relationship between corporate social responsibility and employees' organizational citizenship behaviors. *Academy of Management Best Paper Proceedings*, Vancouver, BC, Canada.
8. Rupp, D.E., **Shao, R.**, Paddock, E.L., Kim, T. Y., & Nadisic, T. (2013). Corporate social responsibility and employee engagement: The role of self-autonomy and individualism. *Academy of Management Best Paper Proceedings*, Lake Buena Vista, FL.

9. **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, TX*.

RESEARCH UNDER EDITORIAL REVIEW OR REVISION

[*students as coauthors]

1. Ye, Z., **Shao, R.**, Zhang, Z., & Mo, S. Title omitted for double-blind reasons. Under Review at *Journal of Applied Psychology*.
2. Ni, D., **Shao, R.**, Zhou, L., & Zheng, X. Title omitted for double-blind reasons. Under Revision and Resubmission at *Human Relations*.

WORKING PAPERS

[*students as coauthors]

1. **Shao, R.**, Zhou, L., Alterman, V., Wang, M., Mo, S. & Shi, J. A “buffer” or an “amplifier”? How firm CSR interacts with layoff compensation in predicting layoff survivors’ reactions. Preparing manuscript for submission to *Personnel Psychology*.
2. David, E. M, **Shao, R.**, *He, L., Kim, T.Y., Liu, Z., & Rupp, D. E. Corporate social responsibility and employee learning. Preparing manuscript for submission to *Journal of Management*.
3. Takeuchi, R., **Shao, R.**, & Zhang, R. Important moderating roles of individualism/collectivism cultural values in High Investment Human Resource System effects: Meta-analytic extensions. Preparing manuscript for submission to *Journal of Applied Psychology*.

REFEREED CONFERENCE PRESENTATIONS

[*students as coauthors]

1. Song, Y.H., **Shao, R.**, Lee, D.Y., Song, J.Y., & Park, J. (2025, July). The ripple effects of customer mistreatment: Spillover, sabotage, and moderating roles of PCM & LMX. Paper presented at the 85th Annual Conference of the Academy of Management, Copenhagen, Denmark.
2. **Shao, R.** (2025, July). New directions in micro-CSR: How employees sensemake, sell, and react to CSR. Discussant. Symposium presented at the 85th Annual Conference of the Academy of Management, Copenhagen, Denmark.

3. Ye, Z., **Shao, R.**, Zhang, Z., & Mo, S. (2025, July). *Looking in, looking out: CSR image incongruence and employees' conflicting reactions*. Paper presented at the 85th Annual Conference of the Academy of Management, Copenhagen, Denmark.
4. **Shao, R.** (2025, July). Panel Discussant. OB Junior Faculty Workshop. Professional Development Workshop presented at the 85th Annual Conference of the Academy of Management, Copenhagen, Denmark.
5. Huang, H.C., & **Shao, R.** (2024, June). *To confess or not to confess: Do people disclose unethical behavior to an ethical leader?* Paper presented at the International Association for Conflict Management (IACM) annual conference, Singapore.
6. Shao, Y., *Huang, C., Song, Y., Wang, M., Song, Y. H. & **Shao, R.** (2024, April). *Uncovering cognitive costs of using artificial intelligence tools at work: A daily diary study*. Paper presented at the 39th Annual Conference of Society for Industrial and Organizational Psychology, Chicago, IL.
7. Huang, H.C., **Shao, R.**, Tenbrunsel, A.E., Skarlicki, D.P., & Diekmann, K.A. (2023, August). *The plurality effect: People behave more unethically toward group than individual targets*. Paper presented at the 83rd Annual Conference of the Academy of Management, Boston, Massachusetts.

Conflict Management Division's Best Paper Award

8. Huang, H.C., **Shao, R.**, Tenbrunsel, A.E., Skarlicki, D.P., & Diekmann, K.A. (2023, July). *The plurality effect: People behave more unethically toward group than individual targets*. Paper presented at the IACM annual conference, Thessaloniki, Greece.
9. **Shao, R.**, Hillebrandt, A., Bobocel, R., Kang, S., & Hideg, I. (2023, June). *Conducting research with impact*. Panel Discussion to be presented at the annual conference of Canadian Psychological Association, Toronto, ON, Canada.
10. *Shao, Y., *Huang, C., Song, Y., Wang, M., Song, Y. H. & **Shao, R.** (2022, August). *Uncovering cognitive costs of using artificial intelligence tools at work: A daily diary study*. Paper presented at the 82nd Annual Conference of the Academy of Management, Seattle, WA.
11. Baker, N., Chang, C.-H., & **Shao, R.** (2022, August). The impact of aging experiences and coping responses on employees' work behaviors during the COVID-19 pandemic. In Knight, C. (Chair). *What role does work design play in adaptation to unprecedented change? Insights from COVID-19*. Symposium presented at the 82nd Annual Conference of the Academy of Management, Seattle, WA.
12. **Shao, R.**, *He, L., Chang, C. H., Wang, M., *Baker, N., Pan, J., & Jin, Y. (2022, July). *COVID-19 information exposure as a mortality cue: Implications for employee well-being*

and behaviors. Paper presented at the 15th European Academy of Occupational Health Psychology Conference, Bordeaux, France.

13. **Shao, R.**, *He, L., Chang, C. H., Wang, M., *Baker, N., Pan, J., & Jin, Y. (2021, November). *Employees' reactions towards COVID-19 information exposure: Insights from terror management theory and generativity theory*. Paper presented at the NSF Science of Organizations Virtual Conference (organized by Michigan State University).

14. *He, L., **Shao, R.**, Song, Y. H., & Park, J. (2020, August). *An examination of the antecedents and consequences of customer mistreatment*. Paper presented at the Annual Conference of the Academy of Management, virtual conference.

15. *Schulz, N., Rupp, D. E., **Shao, R.**, King, E., & Skarlicki, D. P. (2019, August). *Gendered reactions to organizational justice: A meta-analysis*. Paper presented at the Annual Conference of the Academy of Management, Boston, MA.

16. Song, Y. H., Skarlicki, D.P., **Shao, R.**, Park, J. (2019, August). Attenuating the relationship between daily customer mistreatment and daily sleep quality: The role of LMX. In Amarnani, R. K. & Shao, R. (Co-chairs). *Aggression in service interactions: New developments in customer mistreatment*. Symposium presented at the Annual Conference of the Academy of Management, Boston, MA.

MOC Division's Best Submission with Practical Implications Award

17. **Shao, R.**, Tenbrunsel, A. E., Skarlicki, D. P., & Diekmann, K. A. (2019, June). *Deceiving groups versus individuals: The interactive effect of plurality, group status, and collectivism on misrepresenting information to others*. Paper presented at the Annual Conference of European Academy of Management (EURAM), Lisbon, Portugal.

18. *He, L., **Shao, R.**, Song, Y. H., & Park, J. (2019, May). *Service employees' reactions to customer mistreatment: The resource and conflict management perspectives*. Paper presented at the Annual Conference of Administrative Sciences Association of Canada (ASAC), St. Catharines, ON., Canada.

19. 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, IL.

20. Song, Y. H., 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, GA.

21. Song, Y. H., **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, CA.

22. Cropanzano, R., Rupp, D. E., Thornton-lugo, 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, CA.
23. *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, CA.
24. Song, Y. H., **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, CA.
25. **Shao, R.**, Rupp, D.E., & 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.
26. Song, Y. H., **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.
27. **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.
28. 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, PA.
29. 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, PA.
30. 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, PA.

Showcase Symposium selected by the HR division

31. **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, HA.

32. **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, FL.

33. 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, FL.

34. 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, FL.

35. 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.

36. **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.

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

37. **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.

38. **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.

39. **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, PQ., Canada.

40. **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, ON., Canada.

41. **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, GA.

INVITED PRESENTATIONS

1. 2025, November: Invited presentation to Department of Management and Organization at the Business School of University of Western Australia, Perth, Australia
2. 2022, February: Invited presentation to Scholar's Hub, York University, Toronto, Canada
3. 2019, July: Invited presentation to College of Management and Economics, Tianjin University, Tianjin, China
4. 2019, July: Invited presentation to School of Economics and Management, Tsinghua University, Beijing, China.
5. 2019, June: Invited presentation to Guanghua School of Management, Peking University, Beijing, China.
6. 2019, June: Invited presentation to China Europe International Business School (CEIBS), Shanghai, China.
7. 2019, May: Invited presentation to School of Management, Zhejiang University, Hangzhou, China.
8. 2019, March: Invited presentation to Rotman School of Business, University of Toronto, Toronto, ON, Canada.
9. 2016, September: Invited presentation to Carlson School of Management, University of Minnesota, Minneapolis, USA.

10. 2014, September: Invited presentation to Asper School of Business, University of Manitoba
11. 2014, March: Invited presentation to Faculty of Business, Lingnan University, Guangzhou, China.
12. 2011, February: Invited presentation to Faculty of Business and Economics, the University of Winnipeg, Winnipeg, MB, Canada.
13. 2011, January: Invited presentation to College of Business, City University of Hong Kong, Hong Kong
14. 2011, January: Invited presentation to NUS Business School, the National University of Singapore, Singapore.
15. 2010, December: Invited presentation to UWA Business School, the University of Western Australia, Perth, Australia.
16. 2010, November: Invited presentation to School of Economics and Management, Tsinghua University, Beijing, China.

RESEARCH GRANTS

2026/06 – 2029/05	Social Sciences and Humanities Research Council of Canada (SSHRC), Insight Development Grant (IDG) (CAD\$ 82,722) (PI)
2024/06 – 2025/06	Social Sciences and Humanities Research Council of Canada (SSHRC), SSHRC Partnership Grant (CAD\$19,995), Canada Summer Research Opportunities Program (Canada SROP) Stage 1, (Collaborator)
2023/01-2026/12	National Natural Science Foundation of China, General Program, Project No. 72272106, (RMB450,000) (Co-I)
2022/01- 2025/12	National Natural Science Foundation of China, General Program, Project No. 72172139, (RMB480,000) (Co-I)
2022/06 – 2026/05	Social Sciences and Humanities Research Council of Canada (SSHRC), Insight Development Grant (IDG) (CAD\$ 72,224) (PI)
2020/04 – 2022/04	National Science Foundation of the United States (RAPID award) (CAD\$100,991) (Co-I)
2016/06 – 2022/05	Social Sciences and Humanities Research Council of Canada (SSHRC), Insight Development Grant (IDG) (CAD\$ 64,780) (PI)

2018/07 – present	Schulich School of Business New Faculty Startup Fund (CAD\$90,000) (PI)
2018/04 – 2018/06	Norman Frohlich Fellowship in Management, University of Manitoba (CAD\$40,185) (PI)
2016/11 – 2017/11	The Associates' Achievement Awards in Research, University of Manitoba (CAD\$4,000)
2015/07 – 2018/06	University of Manitoba Startup Research Fund (CAD\$75,000) (PI)
2014/07 – 2017/06	Hong Kong Research Grants Council (RGC) – GRF Grant (CAD\$88,918) (Co-I)
2013/07 – 2015/06	Hong Kong Research Grants Council (RGC) – ECS Grant (CAD\$102,651) (PI)
2012/09 – 2014/09	City University of Hong Kong Strategic Research Grant (SRG) (CAD\$13,343) (PI)
2011/08 – 2014/08	City University of Hong Kong Startup Research Fund (CAD\$67,354) (PI)
2010	Lim Kim San Fellowship, Singapore Management University (CAD\$6000)
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 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)

TRAVEL GRANTS

2025	Travel grants from University of Western Australia, Australia (CAD\$10,000)
2024	Travel grants from China Europe International Business School CEIBS, Shanghai, China (CAD\$500)

2024	Travel grants from Zhejiang University, Hangzhou, China (CAD\$800)
2019	Travel grants from Tianjin University, Tianjin, China (CAD\$800)
2019	Travel grants from Tsinghua University, Beijing, China (CAD\$1000)
2019	Travel grants from Peking University, Beijing, China (CAD\$1000)
2019	Travel grants from China Europe International Business School CEIBS, Shanghai, China (CAD\$4000)
2019	Travel grants from Zhejiang University, Hangzhou, China (CAD\$1000)
2019	Travel grants from University of Toronto, Toronto, Canada (CAD\$500)
2016	Travel grants from University of Minnesota, Minneapolis, USA (CAD\$3000)
2014	Travel grants from University of Manitoba, Winnipeg, Manitoba, Canada (CAD\$4000)
2014	Travel grants from Lingnan University, Guangzhou, China (CAD\$2500)
2011	Travel grants from the University of Winnipeg, Winnipeg, Manitoba, Canada (CAD\$3000)
2011	Travel grants from City University of Hong Kong, Hong Kong (CAD\$2500)
2011	Travel grants from the National University of Singapore, Singapore (CAD\$1000)
2010	Travel grants from the University of Western Australia, Perth, Australia (CAD\$5000)
2010	Travel grants from Tsinghua University, Beijing, China (CAD\$4000)
2009	Social Policy Research Conference Travel Award, University of British Columbia (CAD\$1,500)

TEACHING EXPERIENCE

Year(s)	Title	Level	Institution
2018-present	Introduction to Organizational Behavior (ORGS 5100/5200)	MBA	York University
2022-present	Graduate Colloquium in Management (DCAD 7610)	PhD seminar	York University
2019-present	Meso Organizational Behavior (ORGS 7050 F)	PhD Seminar	York University
2017-2018	Strategic Leadership and Managing Change (IDM 7510)	MBA	University of Manitoba
2016-2018	Organizational Behavior (GMGT 7410)	PhD Seminar	University of Manitoba
2015-2018	Introduction to Organizational Behavior (GMGT 2070)	Undergraduate	University of Manitoba
2015	Management (CB2300)	Undergraduate	City University of Hong Kong
2014-2015	High Performance Collaborations (MGT 6209)	Master	City University of Hong Kong
2013-2015	Strategic Organizational Communications (MGT6102)	Master	City University of Hong Kong
2011-2015	Staff Relations and Grievance Handling (MGT4234)	Undergraduate	City University of Hong Kong
2011-2013	Contemporary Business Communication (GE2212)	Undergraduate	City University of Hong Kong
2009/2010	Organizational Behavior and Management (COMM292)	Undergraduate	University of British Columbia
	➤ <u>UBC Commerce Undergraduate Society Teaching Excellence Award Nominee</u>		
	➤ <u>UBC Graduate Student Teaching Award Winner</u>		

STUDENT SUPERVISION

Parisa Sharif-Esfahani (in progress). Dissertation committee member, PhD student, Schulich School of Business, York University, 03/2026-present.

Sabrina de Oliveira (in progress). Co-supervisor of Master's Thesis, Master's student, Graduate Program in Interdisciplinary Studies, York University, 09/2023 -present

Nicky Cheung (in progress). Dissertation committee member, PhD student, Schulich School of Business, York University, 03/2024-present.

Huan You (in progress). Dissertation committee member, PhD student, Schulich School of Business, York University, 06/2023-present.

Jueun Kim (in progress). Dissertation committee member, PhD student, Schulich School of Business, York University, 02/2025-present.

Xuan Ma (in progress). Dissertation committee member, PhD student, Schulich School of Business, York University, 02/2024-present.

Long He (2024). Advisor and Dissertation Chair, PhD student, Schulich School of Business, York University, 01/2019-10/2024.
***Employment: Assistant Professor, University of Western Australia (started in November 2024)*

Rajesh Kumar (2024). Academic Advisor, Individual Study Project, MBA student, Schulich School of Business, York University, 01/2024 – 04/2024.

Mingshuang Ji (2024). Dissertation committee member, PhD student, Schulich School of Business, York University, 12/2020-03/2024.

Siyin Chen (2023). Dissertation External Examiner, PhD student, Rotman School of Management, University of Toronto, 02/2023-04/2023.

Camellia Bryan (2023). Dissertation committee member, PhD student, Schulich School of Business, York University, 04/2020-06/2023.

Catherine Deen (2022). Dissertation External Examiner, PhD student, College of Business and Economics, Australian National University.

Tatiana Astray (2020). Dissertation committee member, PhD student, Schulich School of Business, York University, 09/2018-12/2020.

Long He (2018). Advisor, PhD student, Asper School of Business, University of Manitoba, 09/2016 – 12/2018.

PROFESSIONAL SERVICE

Associate Editor

Human Relations (December 2025 – present)

Journal of Vocational Behavior (July 2022 – June 2025)

Special Issue Editor

Journal of Business Ethics

(Thematic Symposium: Corporate Social Responsibility and Employees)

Editorial Boards

Journal of Management (July 2014 – June 2022)

Journal of Applied Psychology (July 2018 – present)

Journal of Vocational Behavior (May 2020 – present)

Human Relations (September 2020 – present)

Personnel Psychology (January 2023 – present)

SSHRC Reviewer

SSHRC Insight Development Grant Reviewer

Ad-hoc Reviewer

Academy of Management Journal

Academy of Management Review

Journal of Organizational Behavior

Organizational Behavior and Human Decision Processes

Journal of Business Ethics

Human Resource Management Journal

Journal of Occupational and Organizational Psychology

Selected Administrative and University Service**York University**

2025/10 – present	Lead, EDBA program task force
2025/05 – present	Chair, Tenure and Promotion File Preparation Committee, Schulich School of Business
2024/07 – present	Senator, York University Senate
2022/07 – present	Area Coordinator, Organization Studies, Schulich School of Business
2022/07 – present	Member, Operating Committee, Schulich School of Business
2022/07 – present	Specialization Director, Organization Studies, Schulich School of Business
2022/07 – 06/2025	Specialization Director, Leading Equitable, Diverse, and Inclusive Organizations, Schulich School of Business
2023/07 – present	Area representative on the Masters Admissions Committee, Schulich School of Business
2023/01 – present	Area representative on the Research Committee, Schulich School of Business
2022/07 – 2023/06	Area PhD Representative, Organization Studies, Schulich School of Business
2020/07 – 2021/06	Vice Chair of Faculty Council, Schulich School of Business
2020/07 – 2021/06	Member, Executive Committee, Schulich School of Business
2019/09 – 2021/06	Area representative for the MPC-PCC Committee, Schulich School of Business
2020/09 – 2021/06 2024/10 – present	Member, Tenure and Promotion File Preparation Committee, Schulich School of Business
2019/07 – 2020/07	Member, Tenure and Promotion File Preparation Committee, Schulich School of Business
2020/09 – 2021/06	Schulich School of Business Faculty lead of the new EDI high school initiative

(in collaboration with Ivey and Smith Business schools)

2020/09 – 2021/06 Schulich School of Business Faculty lead of
Schulich Business Excellence Academy (SBEA) program

University of Manitoba

2015/10 – 2018/06 Human Rights and Social Justice Committee
(Strategic Research Plan 2015-2020 Themes)

2016/03 – 2018/06 Graduate Research Program Committee Department Representative,
Asper School of Business

2016/03 – 2016/12 Ad hoc JD-MBA Committee, Asper School of Business

2016/03 – 2018/06 Faculty Search Committee, Asper School of Business

2016/03 and 2016/06 Acting Head, Department of Business Administration,
Asper School of Business

2016/06 – 2016/12 Ad-hoc Committee of Faculty Council (Asper Promotion Policy),
Asper School of Business

City University of Hong Kong

2011/08 – 2015/06 Interview Panel (for student applicants), College of Business

2012/08 – 2015/06 College of Business Student Advising Committee

2013/06 – 2014/06 Gateway Education Task Force, College of Business

2014/06 – 2015/06 Department Publication Officer, College of Business

2015/05 – 2015/06 DBA Residential Workshop Facilitator, College of Business

MEDIA ATTENTION

2022 Featured in The Globe and Mail, “Preparing youth for careers in an ever-changing Economy”, Business, Canada, May 12, 2022

2021 Commented on business ethics, CBC news, May 10, 2021

2018 Featured in The Globe and Mail, “How getting employees involved in giving

can produce big dividends, Leadership Lab, Canada, December 18, 2018

2013 Featured in the Huffington Post Canada, “Hotel staff revenge: Rude guests face sabotage”, Canada, March 25, 2013

2013 Featured in The Globe and Mail, “Rude to hotel staff? One way or another, you’ll pay, study finds”, Business, Canada, March 25, 2013

PROFESSIONAL AFFILIATIONS

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