

Ya-Ru Chen

Samuel Curtis Johnson Graduate School of Management, Cornell University
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Education

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

Academic Positions

2017-2024	Academic Dean for China Initiatives SC Johnson College of Business, Cornell University
2014-2017	Academic Dean for China Initiatives Johnson School of Management, Cornell University
2013-2014	Director of China Initiatives, Area Coordinator for the area of Management and Organizations Johnson School of Management, Cornell University
2010-2013	Co-Director of the Emerging Markets Institute, Johnson School of Management, Cornell University
2010	Nicholas. H. Noyes Professor of Management, Professor of Global Business Faculty Director of China Executive Education Programs, Johnson School of Management, Cornell University
2009	Professor of Management and Global Business, Faculty Director of the Cornell-Nanjing Executive Education Program, Co-Director of Global Initiatives, Johnson School of Management, Cornell University
2008-2009	Professor of Management and Global Business, Rutgers Business School
2004-2008	Tenured Associate Professor of Management and Global Business, Rutgers Business School
1996-2004	Assistant Professor of Management and International Business, Stern School of Business, New York University

Honors and Awards

2025	Dean's Distinguished Award for Societal Impact Through Service, SC Johnson College of Business, Cornell University
2024	Special Research Project Award, National Natural Science Foundation of China
2024	Star Teacher Award, Johnson School of Management
2023	Star Teacher Award, Johnson School of Management
2022	Star Teacher Award, Johnson School of Management

2021	Star Teacher Award, Johnson School of Management
2021	Best Micro Paper Award, International Association of Chinese Management Research
2020	Gravitas Teacher Award, Johnson School of Management
2019	Gravitas Teacher Award, Johnson School of Management
2018	Special Research Project Award, National Natural Science Foundation of China
2018	Star Teacher Award, Johnson School of Management
2017	Star Teacher Award, Johnson School of Management
2014	China National Thousand Talent Award in Management
2011	Faculty Research Award, Johnson School of Management, Cornell University
2010 -	Senior Advisor, Cisco Leadership Institute, Guanghua Graduate School of Management, Peking University
2008 -	Senior Research Fellow, Cheung Kong Graduate School of Business
2008	Best Micro Paper Award, International Association of Chinese Management Research
2006	Faculty Research Grant Award, Rutgers Business School
2004	Research Award, Stern School of Business, New York University
2003	Research Award, Stern School of Business, New York University
2002	Best Paper Award, OB Division of Academy of Management
1997	Research Grant, Columbia Business School Chazin Institute
1996	Research Grant, Center for International Business Education, Columbia University
1996	Research Grant, Citicorp Behavioral Sciences Research Council
1994	Research Grant, Columbia Business School Chazin Institute
1991-96	International Graduate Student Scholarship, Columbia University

Invited External Speeches and Key Events

Gender Difference in Innovation Process and Outcome, CKGSB, Chongqing, January 2026

Leadership and Human Unique Capabilities in the AI Era, November, 2025
Distinguished Speaker, Zhejiang University, Hangzhou

Women Leadership in the AI Era, CEIBS, Shanghai, December, 2024
Keynote Speaker

Discussion with Ambassador Nickolas Burns on US-China Relations, November, 2024
US Embassy, Beijing

Secretary Janet Yellen Business Round Table, July, 2023
Representative of the Education Sector

Google China, Shanghai, November, 2022
Guest Speaker, “Communicating and Leading Globally”

3M, Shanghai, September, 2021
Guest Speaker, “Communicating Globally”

Fosun, Shanghai, August, 2021
Guest Speaker, “Communicating Globally”

Alibaba Group, Hangzhou, December, 2020
Guest Speaker, “Negotiating Globally”

Yabuli Business Forum for Top 100 Entrepreneurs in China, Ha-Er-Bing, November, 2020
Keynote Speaker, “Negotiating and Communicating Globally”

China International Capital Corporation, Beijing, September, 2019
Keynote Speaker, “Organization Culture and Communication”

China International Capital Corporation, Beijing, October, 2018
Guest Speaker, “Negotiating Globally”

Harvard Business Review, Beijing, August, 2017
Keynote speaker, “Global Leadership”

National Human Resource Management Conference, Nanjing University, November, 2017
Keynote speaker, “Developing Global Leadership Qualities”

Distinguished Speakers Series, Tencent Headquarters, Shenzhen, September 2017
“Cross-cultural Communication and Negotiation”

Distinguished Speakers Series, JD.com, Beijing, July 2017
“Cross-cultural Communication and Negotiation”

Distinguished Speakers Series, JLL, Beijing, June 2017
“Cross-cultural Communication and Negotiation”

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

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

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

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

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

British Chamber of Commerce, Shanghai, August 2009

“Achieving Mutually Beneficial Negotiation Outcomes: Domestically and Globally”

The Economist, Beijing, April 2008
 “Global Leadership”

Professional Activities

Advisory Board:

China-US Business Alliance, Alliance-Berstein, New York

Editorial Board:

Journal of Personality and Social Psychology, 2026-
Administrative Science Quarterly, 2013 – 2018
Organization Science, 2009 -2016
Management and Organization Review, 2002 – 2020
Academy of Management Review, 2003 - 2009

Committee Chair: AMR Best Paper Selection Committee, 2007

Guest Editor:

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

Ad Hoc Reviewer

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

Research Interests

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

Culture and status, power

Teaching Interests and Experience

Courses taught:

- 2015- Organization Behavior, Cornell-Tsinghua FMBA dual degree program
Negotiations, Cornell-Tsinghua FMBA dual degree program
- 2018- China Study Module, MBA and EMBA, Johnson School of Management
- 2011 Selected Topics of Micro Organizational Behavior Seminar
- PhD, Johnson School of Management
- 2010 - Negotiation Essentials, MBA, Johnson School of Management
Cross-cultural Management, MBA, Johnson School of Management
Negotiation
 - Cornell-Nanjing Executive Education Program, Johnson School of Management
 - Cornell-Peking Executive Education Program, Johnson School of Management
- 2009 International Negotiation
 - Osram Executive Development Program, Johnson School of Management
 - Cornell-Nanjing Executive Education Program, Johnson School of Management
- 2006- Theory and Research in Organizational Behavior
- PhD, Rutgers Business School
- 2004- Organization Behavior Core Course
- MBA, Rutgers Business School
Negotiations
 - MBA, Rutgers Business School
 - EMBA, Cheung Kong School of Business, China
- 1996-2004 Global Manager and Negotiator
 - MBA, Stern School of Business
- 1999-2004 Managing Organizations Core Course
 - MBA, Stern School of Business

Book Publication

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

Refereed Publications

Zhu, G., Hildreth, A., & Chen, Y (2025). A strategic approach to uniqueness seeking in collective cultures. *Journal of Personality and Social Psychology*.

Brockner, J., Chen, Y., & Zhu, G (2024). The effects of perceived will and skill on work beliefs and behaviors: A social cognition perspective. *Research in Organization Behavior*.

Li, H., Wang, X., William, M., Chen, Y., & Brockner, J. (2023) My boss is younger, less educated, and has a shorter tenure: Status (in)congruence and supervisor competence influence subordinates' fairness perceptions and work Motivation. *Journal of Applied Psychology*

Li, H., Chen, Y., & Hildreth, A. (2022) Powerlessness also Corrupts: Lacking Power Increases Self-Promotional Lying. *Organization Science*.

Hays, N. A., Li, H., Yang, X., Oh, K., Yu, A., Chen, Y., Hollenbeck, J. R., & Jamieson, B. (2021). A tale of two hierarchies: Interactive effects of power differentiation and status differentiation on team performance. *Organization Science*.

Li, H., Chen, Y., & Blader, S.L. (2017) Where is context: Advancing status research with a contextual value perspective. In Barry Staw and Arthur Brief (Ed.), *Research in Organization Behavior*, 36, 185-198.

Blader, S., Shirako, A., & Chen, Y. (2016). Looking out from the top: Differential effects of status and power on perspective taking. *Personality and Social Psychology Bulletin*, 42, 723-737

Zhao, G., Chen, Y., & Brockner, J. (2015) What influences how procedurally fair managers are toward their subordinates? The role of subordinate trustworthiness. *Journal of Experimental Social Psychology*, 59, 96-112.

Zhang, Z., Chen, G., Chen, Y., & Ang, S. (2014). Business Leadership in the Chinese Context: Trends, Findings, and Implications. *Management and Organization Review*, 10 (2), 199-221.

Blader, S., & Chen, Y. (2012). Differentiating the effects of status and power: A justice perspective. *Journal of Personality and Social Psychology*, 102, 994-1014.

Chen, Y., Peterson, R., Phillips, D., Podolny, J., & Ridgeway, C. (2012). Bringing "status" to the table: Attaining, maintaining, and experiencing status in organizations and markets. *Organization Science*, 23, 299-307.

Blader, S., & Chen, Y. (2011). What influences how higher status people respond to lower status others? Effects of procedural fairness, outcome favorability, and concerns about status. *Organizational Science*, 22, 1040-1060.

Chen, Y., Chen, X., & Portnoy, R. (2009). Reciprocating positive and negative inequitable offers: Culture, emotion, and reciprocity. *Journal of Experimental Social Psychology*, 45, 24-34.

Received "the Best Micro Paper" Award from the International Conference of Chinese Management Research, 2008.

Brewer, M.B., & Chen, Y. (2007). Where (and who) are collectives in collectivism:

Toward conceptual clarification of individualism and collectivism. *Psychological Review*, 114, 133-151.

Brockner, J., De Cremer, D., van den Bos, K., & Chen, Y. (2005). To whom does the relational model of procedural fairness apply? The moderating influence of interdependent self-construal. *Organizational Behavior and Human Decision Processes*, 96, 155-167.

Chen, C., Chen, Y., & Xin, K. (2004). Guanxi practices and trust in management: A procedural justice perspective. Special Issue on Corporate Transformations in the People's Republic of China. *Organization Science*, 15, 200-209.

Morrison, E.W., Chen, Y., & Salgado, S. (2004). Cultural differences in newcomer feedback seeking: A comparison of the United States and Hong Kong. *Applied Psychology: An International Review*, 53, 1-22.

Chen, Y., Brockner, J., & Greenberg, J. (2003). When is it "a pleasure to do business with you?" The effects of relative status, outcome favorability, and procedural Fairness. *Organization Behavior and Human Decision Processes*, 92, 1-15.
Received "Best Paper" Award from the Organizational Behavior Division, Academy of Management, 2002.

Chen, Y., Mannix, E.A., & Okumura, T. (2003). The importance of who you meet: Effects of self-versus other-concerns among negotiators in the United States, the People's Republic of China, and Japan. *Journal of Experimental Social Psychology*, 39, 1-15.

Chen, Y., Brockner, J., & Chen, X. (2002). Individual-collective primacy and ingroup favoritism: Enhancement and protection effects. *Journal of Experimental Social Psychology*, 38, 482-491.

Mezias, S., Chen, Y., & Murphy, P. (2002). Aspiration-level adaptation in an American financial services organization: A field study. *Management Science*, 48, 1285-1300. (equal authorship between the first two authors)

Mezias, S., Chen, Y., Murphy, P., Biaggio, A., Chuawanlee, W., Hui, H., Starr, S., & Okumura, T. (2002). National cultural distance as liability of foreignness: The issue of level of analysis. *Journal of International Management*, 8, 407-421. (equal authorship between the first two authors)

Brockner, J., Chen, Y., Mannix, E. A., Leung, K., & Skarlicki, D. (2000). Culture and procedural justice: When the effects of what you do depend upon how you do it. *Administrative Science Quarterly*, 45, 138-159. (equal authorship between the first two authors)

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

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

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

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

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

Book Review

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

Book Chapters

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

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

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

Chen, Y., Leung, K., & Chen, C. (2009). Bringing national culture to the table: Making a difference through cross-cultural differences and perspectives. In J. Walsh & A. Brief (Eds.), *The Academy of Management Annals* (Vol. 3, pp. 217-249).

Chen, Y. (2006). National culture and groups. In E. A. Mannix, E.A., M. A. Neale, & Y. Chen (Eds.), *Research on managing groups and teams: National culture and groups* (Vol. 9).

Hernandez, M., Chen, Y., & Wade-Benzoni, K. (2006). Toward an Understanding of psychological Distance Reduction Between Generations: A Cross-cultural Perspective. In

E.A. Mannix, M.A. Neale, & Y. Chen (Eds.), *Research on managing groups and teams: National culture and groups* (Vol. 9, pp. 3-20).

Chen, Y. (2005). The importance of being a big fish versus being in a big pond: Effects of intra-group status versus inter-group status across cultures. In M. A. Neale, E.A., Mannix, & M. Thomas-Hunt, & (Eds.), *Research on managing groups and teams: Status and groups* (Vol. 7, pp. 43-68).

Chen, Y., Blount, S., & Sanchez-Burks, J. (2004). The role of status in group synchronization. In M.A. Neale, E.A. Mannix, & S. Blount (Eds.), *Research on managing groups and teams: Time and groups* (Vol. 6).

Mezia, S., Murphy, P. Chen, Y., & Calhoun, M.A. (1999). Dynamic performance measurement systems for a global world: The complexities to come. Stephen Mezias, Patrice Murphy, and Mikelle A. Calhoun. In Choi, F.D.S. (Ed.), *International Accounting and Finance Handbook*. New York: John Wiley & Sons, Inc.

Murhpy, P., Mezias, S., & Chen, Y. (2001). Adapting aspirations to feedback: The role of success and failure. In T. Lant, and Z. Shapira (Eds.), *Managerial and Organizational Cognition*. Mahwah, NJ: Lawrence Erlbaum. Conference Best Paper Proceedings

Chen, Y., Brockner, J., & Greenberg, G. (2002). When is it “a pleasure to do business with you?” The effects of relative status, outcome favorability, and procedural fairness. *Academy of Management Best Papers Proceedings 2002*. (OB Division Best Paper Award)

Chen, Y. & Brockner, J. (1996). The moderating roles of self-esteem and self-construal in reaction to a threat to the self: Evidence from the People's Republic of China and the United States. *Academy of Management Best Papers Proceedings 1996*.

Working Papers

Hays, N., Blader, S., & Chen, Y. Smart, generous, committed, and happy: Examining four antecedents of status conferral in groups. To be submitted to *Organization Science*.

Chen, Y., Lee, J., Lam, C-F., & Brockner, J. Leadership effectiveness in multicultural teams: Global identity, cultural status, warmth, and competence. To be submitted to *Administrative Science Quarterly*

Choi, J., Tang, S., & Chen, Y.. Two faces of dominance: How controlling and assertiveness shape status.

Recent Refereed/Invited Academic Presentations (2010-2023)

“Leadership effectiveness in multicultural teams: Global identity, cultural status, warmth, and

Competence,’ Academy of Management Conference, Boston, 2023

“Multicultural experiences: Interpersonal perceptions and interactions,” invited discussant, Academy of Management Conference, Boston, 2023

“A strategic approach to uniqueness seeking in collective cultures,” Academy of Management Conference, Boston, 2023

“Smart, generous, committed, and happy: Examining four antecedents of status conferral and influence in groups,” Academy of Management Conference, Seattle, 2022.

“My Boss is Younger, Less Educated, and Has a Shorter Tenure: Status (In)congruence and Supervisor Competence Influence Subordinates’ Fairness Perceptions and Work Motivation”, International Association for Chinese Management Research Conference, online, 2021

“Frontiers of social hierarchy research: Dynamics in teams and organizations”, Academy of Management Conference, online, 2020

“My Boss is Younger, Less Educated, and Has a Shorter Tenure: Status (In)congruence and Supervisor Competence Influence Subordinates’ Fairness Perceptions and Work Motivation”, Academy of Management Conference, Boston, 2019

“Powerlessness also corrupts: Lacking power increases self-promotional lying”, presented at an All-Academy Symposium (selected), Academy of Management Conference, Boston, 2019

“A Tale of Two Hierarchies: Interactive Effects of Power Differentiation and Status Differentiation on Team Performance, Academy of Management Conference, Boston, 2019

“My Boss is Younger, Less Educated, and Has a Shorter Tenure: Status (In)congruence and Supervisor Competence Influence Subordinates’ Fairness Perceptions and Work Motivation”, Invited Speaker at the Distinguished Speakers Series, UCLA, April, 2019

“The world is not flat: Toward a better understanding of hierarchy”, Invited Keynote Speaker on Micro Management Research, Bi-ennial Conference of International Association of Chinese Management Research, Wuhan, China, 2018

“My Boss is Younger, Less Educated, and Has a Shorter Tenure: Status (In)congruence and Supervisor Competence Influence Subordinates’ Fairness Perceptions and Work Motivation”, Invited Speaker at the Distinguished Speakers Series, Nanjing Business School, December, 2018

“Different strokes for different folks: Differentiating personalized, depersonalized, and individuated work styles across China and the U.S.”, UCLA, 2017

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

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

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

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

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

“Multiple Perspectives and Parties to the Justice Encounter”, Symposium Participant, the International Society of Justice Research (ISJR), New York City, June, 2014

“Procedural Justice as a Dependent Variable”, Symposium Participant, Academy of Management Conference, Philadelphia, August 2014

“Effects of Organizational Justice on Power and Status,” Symposium Participant, Academy of Management Conference, Philadelphia, August 2014

“Cross-cultural differences in Procedural Justice”, Symposium Participant, Academy of Management Conference, Orlando, August 2013

“Making a difference in knowledge creation by crossing boundaries and integrating perspectives”, Invited Speaker, Renmin Business School, November 2012

“Differentiation between power and status”, Symposium Participant, Academy of Management Annual Conference, Boston, August 2012

“The other way around: How subordinates influence their managers’ procedural justice”, Academy of Management Annual Conference, Boston, August 2012

“What influences how procedurally fair managers are toward their subordinates? The role of subordinate trustworthiness”, Academy of Management Annual Conference, San Antonio, August 2011

“Supporting for a supervisor or a leader: Toward a relational vs. collective distinction in procedural justice”, Academy of Management Annual Conference, San Antonio, August 2011

“When managers lack internal serenity: Effects of congruence vs. incongruence between self-esteem and organizational status on procedural justice toward subordinates”, Invited Speaker, Guanghua-Cisco Leadership Institute, Peking University, July 2011

“Making theoretical contributions with empirical rigor: The power of experimental approaches”,
 Invited Speaker, International Research Workshop, Guanghua-Cisco Leadership
 Institute, Peking University, January 2011

“When leaders lack serenity: Effects of self-esteem and organizational status on trust in the
 followers and procedural justice”, Invited Presenter, Conference on Status, Power, and
 Influence, Stern School of Business, NYU, March 2010

“When leaders lack serenity: Effects of self-esteem and organizational status on trust in the
 followers and procedural justice”, Invited Presenter, Duke-Erasmus Leadership Conference,
 North Carolina, May 2010.

Academic Affiliations

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

Professional Services

Invited keynote speaker on Micro-Management Research, International
 Association of Chinese Management Research in Wuhan, China, June 2018
 Invited faculty panelist on “Best teaching practices” International Association of
 Chinese Management Research in Wuhan, China, June 2018
 Invited faculty panelist on “Advancing your business career”, The Chinese
 Management Scholars’ Community, Academy of Management, August 2014
 Invited faculty panelist on “When West Meets East: Challenges and Adjustment
 Issues for Asian Members of the Academy”, Academy of Management,
 PDW, August 2011
 Invited faculty panelist, Academy of Management, International Management
 Division, Doctoral Consortium, August 2010
 Invited faculty panelist on “How to do a good review,” International Association of
 Chinese Management Research Conference in Shanghai, China, June 2010
 Chair of caucus organizing committee, International Association of Chinese
 Management Research in Shanghai, China, June 2010
 Conference organizing committee, International Association of Chinese Management
 Research in Guangzhou, China, June 2008
 Officer Election Nomination Committee, International Association of Chinese
 Management Research, 2007
 Conference organizing committee, International Association of Chinese Management
 Research in Nanjing, China, June 2006
 Invited faculty panelist on “How to Publish at Top-tiered Journals,” Chinese
 Management Conference in Nanjing, China, June 2006

Invited faculty panelist, Inaugural Conference of Chinese Management, Doctoral Consortium, June 2004.

Invited faculty panelist, Academy of Management, Organizational Behavior Division, Junior Faculty Consortium, August 2003.

Invited faculty panelist, Inaugural Conference of the International Association for Chinese Management Research, Doctoral Consortium, June 2003.

Invited faculty panelist, Academy of Management, Conflict Management Division Doctoral Consortium, August 2002.