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ACADEMIC POSITIONS

- **Assistant Professor**, Organizational Behavior and Human Resource Management, China Europe International Business School (CEIBS), China (2019-present)
- **IRF/Lecturer**, Organizational Behavior and Human Resource Management, China Europe International Business School (CEIBS), China (2015-2019)
- **Postdoctoral Researcher**, Erasmus Centre of Behavioural Ethics, Rotterdam School of Management, Erasmus University, the Netherlands (2012- 2015)

EDUCATION

- **Ph.D.** in Organizational Behavior, Management & Organization Department, Business School, National University of Singapore, Singapore (December 2012)
 - Dissertation: *Power and Forgiveness in Interpersonal Relationships*.
 - Committee: Jayanth Narayanan (Chair), Michael Frese, Daniel J. McAllister, and Vivien K.G. Lim
- **M.Sc.** in Management, Conservatoire National Des Arts et Métiers, France (December 2006)
- **B.Sc.** in Finance, Business School, Wuhan University, China (June 2004)

RESEARCH INTERESTS

My research focuses on two areas (1) Conflict Management: how hierarchy shapes trust perception, the effectiveness of apologies, and the effectiveness of forgiveness in workplace conflict resolution. (2) Leadership and Ethics: what antecedents facilitate leaders' ethical behaviors and justice enactment?

PUBLICATIONS IN REFEREED JOURNALS

- Ni, D., Wu, S.X. **Zheng, M.X.**, & Wu, W. (2023, Conditional Acceptance). Expatriate Managers' Personal Financial Insecurity Indirectly Thwarts Team Innovation: The Role of State Learning Goal Orientation. *Human Resource Management*. (FT50)
- Birtch, T.A., Chiang, F.F.T*, **Zheng, M.X.**, Cai, Z. (2023). Breach not only

affects you: the influence of coworker psychological contract breach by the supervisor on third-party perceptions of supervisor interactional justice. *The International Journal of Human Resource Management* (ABDC A)

- **Zheng, M.X.**, Schuh, S. C*., De Cremer, D., & Van Dijke, M. (2021). Procedural Justice Enactment as an Instrument of Position Protection: The Three-Way Interaction Between Leaders' Power Position Stability, Followers' Warmth, And Followers' Competence. *Journal of Organizational Behavior*. (ABDC A*)
- Giurge, L. M., van Dijke, M., **Zheng, M.X.**, & De Cremer, D. (2021). Does power corrupt the mind? The influence of power on moral reasoning and self-interested behavior. *The Leadership Quarterly*. (ABDC A*)
- **Zheng, M.X.** & Van Dijke, M. (2020). Expressing Forgiveness after Interpersonal Mistreatment: Power and Status of Forgivers Influence Transgressors' Relationship Restoration Efforts. *Journal of Organizational Behavior*. (ABDC A*)
- **Zheng, M. X.**, Masters-Waage, T. C., Yao, J., Lu, Y., Tan, N., & Narayanan, J. (2020). Stay Mindful and Carry on: Mindfulness Neutralizes COVID-19 Stressors on Work Engagement via Sleep Duration. *Frontiers in Psychology*, 11. (Impact factor: 2.067)
- **Zheng, M.X.**, Yuan, Y.J., Van Dijke, M., De Cremer, D., & Van Hiel, A. (2020) The Interactive Effect of a Leader's Sense of Uniqueness and Sense of Belongingness on Followers' Perceptions of Leader Authenticity. *Journal of Business Ethics*, 1-19. (FT50)
- Schuh, S.C.*, **Zheng, M.X.**, Fernandez, J. A.*, & Xin, K.R.* (2019). The interpersonal benefits of leader mindfulness: A serial mediation model linking leader mindfulness, leader procedural justice enactment, and employee exhaustion and performance. *Journal of Business Ethics*, 1-19. (FT50)
- **Zheng, M.X.**, Van Dijke, M., Narayanan, J. & De Cremer, D. (2018). When Expressing Forgiveness Backfires in the Workplace: Victim Power Moderates the Effect of Expressing Forgiveness on Transgressor Compliance. *European Journal of Work and Organizational Psychology*, 27(1), 70-87. (Impact Factor = 2.208) (ABDC A)
- Hung, Y.C., **Zheng, X.**, Carlson, J., & Giurge, L.M. (2017). The Weight of the Saddened Soul: The Bidirectionality between Physical Heaviness and Sadness and its implication for Product Preference and Donation Appeals. *Journal of Marketing Management*, 33(11-12), 917-941. (Impact Factor = 2.392) (ABDC A)

- **Zheng, X.**, Van Dijke, M., Leunissen, J.M., Giurge, L.M., & De Cremer, D. (2016). When Saying Sorry May Not Help: Power of the Transgressor Moderates the Effect of an Apology on Forgiveness in the Workplace. *Human Relations*, 69, 1387-1418. (FT50)
- **Zheng, X.**, Fehr, R., Tai, K., Narayanan, J., & Gelfand, M. J. (2015). The Unburdening Effects of Forgiveness: Effects on Slant Perception and Jumping Height. *Social Psychological and Personality Science*, 6, 431-438. (Impact Factor = 2.325) (ABDC A)
- Tai, K., **Zheng, X.**, & Narayanan, J. (2011). Touching a Teddy Bear Mitigates the Negative Effects of Social Exclusion. *Social Psychological and Personality Science*, 2, 618-626. (SSCI₂₀₁₅ Impact Factor = 2.325) (ABDC A)

*denotes CEIBS faculty members.

SELECTED ON-GOING RESEARCH

- **Zheng, M.X.**, Kim, T.Y.*, & Xiang, Y*. (1st RNR). Team job crafting and job performance. *Journal of Vocational Behavior*. (ABDC A*).
- **Zheng, M.X.**, Lee, J.*, Zhang, Z., & Gong, M.J. (Under Review). Leaders' Facial Femininity and Investors' Decisions. *Journal of Business Ethics*. (FT50).
- **Zheng, M.X.**, Farh, J. L. *, Schuh, S.C. *, & Xin, K.R*. (Under Review). Parental Influence and leader behaviors. *Journal of Management Studies*. (FT50).
- Chen, C., Wu, W., Ni, D., **Zheng, M.X.** (Under Review). AI and Unethical Pro-Customer Behavior. *Academy of Management Journal*. (FT50).
- **Zheng, M.X.** (Under Review). AI and Unethical Behaviors. *Shanghai Government Pearl Elite Talent Fund*.
- **Zheng, M.X.⁺**, De Schutter, L⁺, Van Dijke, & Wu, W. (In Preparation). Time Will Tell or Will It?: Power Inequality Hinders Trust Meta-Accuracy Development Over Time. Targeted at *Journal of Applied Psychology*. (FT50) (+equal contributions).
- **Zheng, M.X.** Gritty Leaders' Dark Leadership Behaviors (In Preparation). Targeted at *Journal of Management*. (FT50).
- Madan, N., Phanish, P., Narayanan, J., & **Zheng, M.X.** (In Preparation). Hierarchy Preferences Across Different Cultures. Targeted at *Organization Science*. (FT50).

*denotes CEIBS faculty members.

Titles for papers that are under review are simplified to ensure blind peer review.

AWARDS AND RESEARCH GRANTS

- 2023 CEIBS Power of One Service Award
- “Time Will Tell or Will it?: Power Inequality Hinders Trust Meta-Accuracy Development Over Time”, 2023 Academy of Management Best Paper Proceedings.
- CEIBS Teaching Excellence Award Nomination 2023.
- Top 40 under 40 Business School Professors 2021 - Poets & Quants
- CEIBS research grant. Forgiveness Empowers Victims after Workplace Conflict. 2020. ¥ 242,682
- CEIBS research grant. Angel, Demon, or Both: A Within-Person Approach to Understanding the Dynamic Nature of Helpful and Harmful Behaviors in Organizations. 2017. ¥ 135, 000
- Erasmus Trustfonds Scholarship. Research fund. The Netherlands. 2013. € 4000
- Graduate Student Travel Award, The Society for Personality and Social Psychology, American Psychology Association, USA, 2011.
- NUS Research Scholarship (PhD.) and stipend fully covering tuition and fees, Singapore, 2007 - 2012.

TEACHING CASE PUBLICATION

- Fang, Yue, Qian, Wenying, Liu, Luis, Zheng, Xue and Lv, Xinghang. 2021. "步步高超市的 AI 管理探索". AI management in Bubugao Group. CI-021-077.

SELECTED RESEARCH-LED PRACTICAL PUBLICATIONS AND MEDIA COVERAGE ON MY RESEARCH

- Zheng, M.X. Enduring hardship can be detrimental to your mental health. October 6, 2022. *The Paper News China*. Top-hit article on CEIBS official WeChat in 2022.
- Zheng, M.X. Paternalistic leadership offers lessons for western executive. September 26, 2022, *Financial Times*.
- Zheng, M.X. Anxiety in the workplace: Are you anxious? Hello, Anxiety! February 2020, *Harvard Business Review China*.
- Zheng, M.X. Career sustainability in the VUCA world. December 2020, *Harvard Business Review China*.
- Zheng, M.X. What We Can Learn About Team Management from the Reality Show “Sisters Who Make Waves”. 2020. *CEIBS media*. Top-hit article on CEIBS

- official WeChat in 2020.
- Zheng, M.X. Jack Ma Can Retire with Confidence... But Will He? September 2018 *Yicai China*.
 - Van Dijke, M. How Leaders Can Gain Trust When They Say Sorry. February 2, 2017, *Forbes*.
 - Newman, K.M. For managers, saying sorry isn't enough, September 20, 2016, *UC Berkeley's Greater Good magazine*.
 - Personeel wantrouwt baas die sorry zegt, May 12, 2016, *De Ondernemer*.
 - Sorry is lastig als de baas het zegt, May 18, 2016, *Dutch NRC media*.
 - Seppälä, E. Forgiving others literally lightens your step, and 6 other ways science shows it helps, March 31, 2015, *Washington Post*.
 - Dahl, M. Holding a Grudge May Literally Weigh You Down, January 9, 2015, *New York Magazine*.
 - Forgive and Leap High, January 8, 2015, *Boston Globe*.
 - Khazan, O. The Forgiveness Boost, January 28, 2015, *The Atlantic*.
 - Jacobs, T. The Tangible Benefits of Forgiveness, January 17, 2015, *Huffington Post*.
 - Doty, J.R. On Grudges and Forgiveness, April 26, 2013, *Huffington Post*.
 - Hutson, M. Teddy Bears Make You Friendlier -- and Maybe Healthier, April 30, 2012, *Huffington Post*.
 - Shea, C. The Power of a Teddy Bear, April 29, 2011, *The Wall Street Journal*.

SELECTED REFEREED CONFERENCE PRESENTATIONS

- **Zheng, M.X⁺**, De Schutter, L⁺, Van Dijke, & Wu, W. (2023). Time Will Tell or Will It?: Power Inequality Hinders Trust Meta-Accuracy Development Over Time. *Academy of Management Meeting*, Boston, USA. (+equal contribution).
- **Zheng, M.X.**, Kim, T.Y., & Xiang, Y. (2022). Team job crafting and creativity. *Academy of Management Meeting*, virtual.
- **Zheng, M.X.**, Yao, J.X., & Narayanan, J. (2020). Mindfulness Buffers the Impact of COVID-19 Outbreak Information on Sleep Duration. *International Association for Chinese Management Research (IACMR)*, COVID-19 Outbreak and Management Special Session, virtual.
- **Zheng, M.X.**, Farh, J. L., Schuh, S.C., & Xin, K.R. (2020). It Runs in the Family: a goal orientation perspective on parental influence to leadership. Presented at the *Academy of Management Meeting*, virtual.
- **Zheng, M.X.**, Lee, J., & Bai, G. (2019). Looks Matter: Influences of Entrepreneurs' Facial Masculinity on Investors' Decisions. Presented at the *Academy of Management Meeting*, Boston, USA.
- **Zheng, X.**, Schuh, S. C., Tai, K., Xin, K.R., & Van Dijke, M. (2017) When and

Why Envious Leaders Become Laissez-Faire Leaders: the role of follower benevolence and leader hubristic pride. Presented at the *Academy of Management Meeting*, Atlanta, USA.

- **Zheng, X.**, Schuh, S. C., De Cremer, D., & Van Dijke, M. (2015). Procedural Justice Enactment as a Function of Position Protection: The Moderating Roles of Follower's Level of Competence and Character. Presented at the *Academy of Management Meeting*, Vancouver, Canada.
- Giurge, L.M., Van Dijke, M., **Zheng, X.**, & De Cremer, D. (2015). Timeliness: What and Why Facilitates Timely Decision-making. Presented at the *Academy of Management Meeting*, Vancouver, Canada.
- **Zheng, X.**, Van Dijke, M., Narayanan, J. & De Cremer, D. (2015). How Low-power Victims Gain Compliance in the Workplace: Withholding Forgiveness Leads to Transgressor Compliance. Presented at the *Society of Personality and Social Psychology*, Long beach, USA.
- **Zheng, X.**, Van Dijke, M., Leunissen, J.M., Giurge, L.M., & De Cremer, D. (2014). When Saying Sorry May Not Help: Power of the Transgressor Moderates the Effect of An Apology on Forgiveness in the Workplace. Presented at the *European Association of Social Psychology*. Amsterdam, the Netherlands.
- **Zheng, X.**, Van Dijke, M. & De Cremer, D. (2013). When You Respond "I Care About You": the Effect of Reciprocity on Trust Development. Presented at the *First International Network of Trust*, Singapore.
- **Zheng, X.** & Narayanan, J. (2013). Power and Forgiveness. Presented at the *Academy of Management Meeting*, Orlando, USA.
- **Zheng, X.**, Fehr, R., Tai., K., Narayanan, J. & Gelfand, M. (2013). Forgiveness Empowers Victims After Conflict. Presented at the *Society of Personality and Social Psychology*, New Orleans, USA.
- Fehr, R., **Zheng, X.**, Tai., K., Narayanan, J. & Gelfand, M. (2012). Barriers and Gateways to Forgiveness in the Workplace: New Directions in Theory and Research. Presented at the *Academy of Management Meeting*, Boston, USA.
- **Zheng, X.**, Soman, D., & Narayanan, J. (2012). Sad and Heavy: the Bi-directional Link between Emotional and Physical Heaviness. Presented at the *Society for Personality and Social Psychology*, San Diego, USA.
- **Zheng, X.**, Tai., K., & Narayanan, J. (2011). The Unbearable Heaviness of Being: Embodied Unforgiveness. Presented at the *International Association for Conflict Management*, Istanbul, Turkey.

- **Zheng, X.,** Soman, D., & Narayanan, J. (2011). Embodying Heaviness using Conceptual and Emotional Primes. Presented at the *Association of Psychology Science Annual Convention*, Washington, DC, USA.
- **Zheng, X.** & Lim, V.K.G. (2011). Lonely and Sleepless: The Interaction Effect of Social Exclusion and Insomnia on Cyberloafing. Presented at the *Australian and New Zealand Academy of Management*, Wellington, New Zealand.
- Tai, K., **Zheng, X.,** & Narayanan, J. (2010). Tactile Warmth Mitigates Negative Effects of Social Exclusion to Increase Pro-Social Behavior, with *Society for Personality and Social Psychology*, Las Vegas, USA.

TEACHING INTERESTS

I have experience teaching in diverse, international settings including Singapore, the Netherlands, and China. My key teaching areas are in the fields of organizational behavior, leadership, decision-making, negotiation skills, and power and politics in organizations. I use a variety of student-centered experiential learning techniques to encourage knowledge retention and application such as experiential exercises, negotiation exercises, and multi-media case discussion. For most of the courses listed below, I participated in their planning and development.

TEACHING EXPERIENCE

Courses Taught at China Europe International Business School with the Most Recent Evaluations

- Average teaching evaluation in three years: 2021 (**4.76 / 5**), 2022 (average evaluation: **4.82 / 5.0**), 2023 (average evaluation: **4.85 / 5**).
- *MBA Orientation*. Core course in the MBA program focusing on team dynamics, interpersonal skills, cross-cultural cooperation, and effective learning. Evaluation: **4.95 / 5.0**.
- *Organizational Behavior*. Core course in the MBA program focusing on personality, motivation, high-performance teams, and trust. Evaluation: **4.82 / 5.0**.
- *Leadership Journey*. Core course in the MBA program using experiential exercises, multi-source feedback, and mentoring to develop students' leadership skills. Term 1 Evaluation: **4.87 / 5.0**. Term 2 Evaluation: **4.89 / 5.0**. Term 3 Evaluation: **4.85 / 5.0**.
- *Managerial Decision Making across Boundaries*. Elective course in the MBA program focusing on pro-active and debiased decision-making strategies at the individual, team, and organizational level. Evaluation: **4.96 / 5.0**.

- *Effective People Management*. Core course in the Diploma in Leadership Development Programme using experiential exercises and case discussions to develop middle managers' management skills. Teaching language: Chinese. Evaluation: **4.80 / 5.0**.
- *Negotiation Skills*. Co-teaching elective course in the EMBA program. Teaching language: Chinese. Evaluation: **4.84 / 5.0**.
- *Negotiations in China*. Course using negotiation exercises to develop executives' cross-cultural negotiation skills for exchange students visiting CEIBS from: Monash GEMBA, Frankfurt MBA, INALDE EMBA, UAI MBA, ESADE MMBA, and MIM MBA.

Courses Taught at Rotterdam School of Management:

- Corporate Integrity. M.Sc. course. Evaluation: **4.6 / 5.0**.
- Research Methods. Undergraduate course. Evaluation: **9.25 / 10**.

Supervision of PhD and Master/MBA Students at Rotterdam School of Management:

- Ph.D. student supervision (co-supervisor): Laura M. Giurge. 2012 - 2017
- MBA student supervision: Pavlina Zfirovska. 2013 - 2014
- Master/MBA students' co-advisor: Hau Yiuwing, Marlous den Bieman, Klaus Biegelbaue, Miguel Blanca Dieste, Vanja Cabraja, Gijs Franken, Biljana Desancic 2012-2015

SERVICE AND PROFESSIONAL AFFILIATIONS

- Faculty advisor for CEIBS MBA 2023, 2024, 2025
- Faculty advisor for CEIBS MBA Social Impact and Responsibility Club in 2023, 2024, 2025
- Academic director for Executive Education leadership development diploma program in 2021, 2022, 2023
- Lecturer for EMBA and MBA annual recruitment events in 2022 and 2023
- Held a variety of workshops for CEIBS EMBA staff, MBA staff, and EE staff
- Faculty organizer for OBHRM research seminar in 2022 and 2023
- Member of Academy of Management
- Ad-Hoc Reviewer, Journal of Management Studies, Human Relations, Journal of Organizational Behavior, Personality and Social Psychology Bulletin, Journal of Business Ethics, Journal of Occupational and Organizational Psychology, Long Range Planning, etc.

PROFESSIONAL CERTIFICATES

- International Teachers Programme, ISBM. Intensive 10-day course for faculty from leading business schools with focus on effective teaching methods in business education.
- Hogan Assessment Certification. Certified Hogan assessor for coaching leadership development and work performance.
- Professional DynaMetric Programs (PDP) Certification. Certified PDP assessor for coaching leadership development, team dynamics, and work performance.

LANGUAGES

- English, fluent; Mandarin Chinese, fluent; French, conversational.