

FEI SONG

CURRICULUM VITAE

Associate Professor, Human Resources Management/Organizational Behaviour

TRS 3-072, Ted Rogers School of Management, Ryerson University

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Biographical Sketch:

Dr. Fei Song is an Associate Professor of HRM/OB in the Ted Rogers School of Management, Ryerson University. She is trained in the field of Organizational Behaviour. Theories and methodologies from social psychology and experimental/behavioural economics have significantly influenced her research. Her research interests include 1) behavioural decision-making, e.g. coope

Managing in a Diverse World
 Cross-Cultural Management
 Strategic Decision-Making
 Organizational Behavior and Management Skills
 Research Methods

Undergraduate

Organizational Behaviour I
 Organizational Behaviour II
 Cross-Cultural Issues in Organizational Behaviour
 Decision-Making and Integrative Thinking
 Statistics for Management
 The Role and Process of Management
 International Business and Management
 International Business Communication

ACADEMIC WORK EXPERIENCE

2009 Associate Professor, Ted Rogers School of Business Management, Ryerson University

2011 - Visiting Associate Professor, China Europe International Business School
 2012

2005 Assistant Professor, Ted Rogers School of Business Management, Ryerson University
 2009

2000 Lecturer, Schulich School of Business, Atkinson College, York University
 2005

2002 Visiting Professor and/or Scholar:
 Queensland University of Technology, University of Melbourne, Australia; University of Canterbury, University of Auckland, New Zealand; Peking University, Zhejiang University, Fudan University, China Europe International Business School, Xiamen University, Zhejiang Commerce University, Dongbei University of Economics and Finance, Shanghai University of Finance and Economics, Southwestern University of Finance and Economics, China; Waseda University, Hokkaido University, Hakodate Future University; Kyoto Sangyo University, Japan.

RESEARCH GRANTS AND AWARDS

2014 -
 Dimensional, Multi-Level Determinants and Public Policy Implications. Submitted to Insight Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$151,500. (Principal-Investigator)

- 2014 Formation at the Micro-Organizational Level, Insight Development Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$65,868. (Co-Investigator)
- 2014 Centre for Labour Management Relations, Ryerson University. Amount: \$17,000. (Principal and Sole Investigator)
- 2014 Ted Rogers School of Management Internal Research Grant, Ryerson University. Amount: \$7,000. (Principal and Sole Investigator)
- 2013 Ted Rogers School of Management Internal Research Grant, Ryerson University. Amount: \$5,000. (Principal and Sole Investigator)
- 2012 SRC (Scholarship, Research and Creativity) Award Grant, Ryerson University. Amount: \$2,000. (Principal and Sole Investigator)
- 2012 HR-OMB Internal Research Competition Award. Amount: \$5,000. (Principal and Sole Investigator)
- 2011-13 Behaviour toward Risk and Ambiguity: Biological Determinants and Impact on the Incentive Effect of Pay-For-Performance, Insight Development Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$59,928. (Principal Investigator)
- 2011-14 Understanding Individual and Group Unethical Decision Making and Behaviour, Standard Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$87,364. (Principal Investigator)
- 2010 SRC (Scholarship, Research and Creativity) Award, Ryerson University
- 2010 The Effects of Risk Aversion and the Effectiveness of Pay-for-Performance, Ryerson SIG Grant. Amount: \$7,000. (Principal and Sole Investigator)
- 2009 Best Paper Award in the CM Division at 2009 Academy of Management Annual
Are you paying your employees to cheat: The effects of compensation
- 2007-09 A Cross-

- 2007 Best Paper Award in the CM Division at 2007 Academy of Management Annual
The Influence of the Consensus Decision-Making on Intergroup Trust and
.
- 2006-09 Building Trust and Reciprocity, Standard Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$97,107. (Principal Investigator)
- 2006 Best New Scholar Award, Ryerson University
- 2006-08 Building a Cooperative Business Culture, New Faculty Development Grant from Ryerson University. Amount: \$10,000. (Principal and Sole Investigator)
- 2006 Best Paper Award in the HR Division at 2006 Academy of Management Annual
Sorting and incentive effects of pay-for-performance: Summary of an
.
- 2006 Ethical Business Decision-Making, Graduate Student Stewardship Grant from Faculty of Business, Ryerson University. Amount: \$10,000. ((Principal and Sole Investigator)
- 2006 Strategic HRM, Faculty of Business Travel Grant, Ryerson University. Amount: \$3,000. (Principal and Sole Investigator)
- 2004 Dissertation Support Grant, Faculty of Graduate Studies, York University. Amount: \$1,500.
- 2004 Compensation Schemes, Productivity, and Unethical Behavior, Small Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: \$1,500. (Co-Investigator)
- 2003 Emotions and Conflict Management, Small Research Grant from the Social Sciences and Humanities Research Council of Canada (SSHRC). Amount: 5,000. (Co-Investigator)

Full Publication/Presentation List:

Refereed Journal Articles

1. ndirect
, with Chenbo Zhong, Journal of Economic Behavior and Organization,
Vol 112, page 98-111.
2. Ninghua Du, and Lan Yao, *revised-and-resubmitted at* Journal of Behavioral and Experimental Economics.

3. Middle-status t *, under review at*
Academy of Management Journal.
- 4.

17. -
Academy of Management Conference Best Paper Proceeding.
18. -selection and productivity: An experimental
investigatio Academy of Management Journal,
Vol. 50, No. 2.
19. (2007). In S.
Oda (Ed.), Experiments in Economic Sciences: New Approaches to Solving Real-world Problems.
Publisher: Springer Verlag.
20. Cross-cultural gender differences in behavior in a threshold public goods game: Japan versus
with Bram Cadsby, Yasuyo Hamaguchi, Toshiji Kawagoe, and Elizabeth Maynes.
Journal of Economic Psychology, Vol. 28, No. 2.
21. Trust and reciprocity in inter-individual versus inter-group interactions: The effects of social
influence, group dynamics, and perspective biases (2006). Experimental Economics, Vol. 9, No. 2.
22. entive effects of pay-for-
with Bram Cadsby and Francis Tapon. Academy of Management Conference Best Paper
Proceeding.
23. Emotions in the conflict process: An application of the cognitive appraisal model of emotions to
International Journal of Conflict Management, Vol.
16, No. 3.
24. -regarding behavior and behavioral forecasts: Female versus males as individuals and as
(2004), with Bram Cadsby and Tristan Morris. International Journal of
Conflict Management, Vol. 15, No. 4.

Other Refereed Contributions (equal contributions from all co-authors)

1. to be presented at Economic Science Association Conference, 2014, Honolulu, HA.
2. n direct and indirect
Chenbo Zhong, presented at the Canadian Economic Association
Conference, 2013, Montreal, QC.
3. - presented at the Academy of
Management Conference, 2012, Boston, MA.
4. _with Bram Cadsby and
Maros Servatka, presented at the Academy of Management Conference, 2012, Boston, MA.
5. - Economic

Science Association Conference, 2011, Xiamen, China.

6. *Guanxi, Mianzi* and promise-
Ninghua Du and Lan Yao, presented at the China Economist Society Conference, 2011, Beijing, China.
7. _____, with Bram Cadsby and
Maros Servatka, presented at the Canadian Economic Association, 2011, Ottawa, Canada.
8. _____
Maros Servatka, presented at China Economist Society Conference, 2010, Xiamen, China.
9. The Impact of Risk Aversion and Stress on the Incentive Effect: Choking under Pressure , with
Bram Cadsby and Francis Tapon, presented at Academy of Management Conference, 2010,
Montreal, Canada.
10. _____
with Gerry Hunt, presented at Academy of Management Conference, 2010, Montreal, Canada.
11. _____, with Cadsby and
Francis Tapon, presented at Academy of Management Conference, 2009, Chicago, Illinois.
12. _____ l Incentives in Tournament Pay: An Artefactual Field Experiment ,
with Cadsby Jim Engel-Warnick and Tony Fang, presented at Academy of Management
Conference, 2009, Chicago, Illinois.
13. The Impact of Risk Aversion and Stress on the Incentive Effect of Performance Pay , with
Cadsby and Francis Tapon, presented at Canadian Economic Association Meeting, 2009, Toronto,
Ontario.
14. _____
Yunyun Bi, presented at Administrative Science Association of Canada Conference, 2007, Ottawa,
Ontario.
15. The effect of the consensus-
presented at Academy of Management Conference, 2007, Philadelphia, Pennsylvania.
16. The effect of overconfidence on the sorting efficiency of Pay-for- _____ Cadsby and
Francis Tapon, presented at Academy of Management Conference, 2007, Philadelphia,
Pennsylvania.
17. _____
Hunt and Neil Rothenberg, presented at Academy of Management Conference, 2007, Philadelphia,
Pennsylvania.
18. _____

Yunyun Bi, presented at Society of Judgment and Decision Making Meeting, 2005, Toronto, Canada.

19. Sorting and incentive effects of pay-for-Cadsby and Francis Tapon, presented at SET-FEEM Workshop, 2005, Milan, Italy.
20. Administrative Science Association of Canada Conference, 2005, Toronto, Ontario.
21. - and intra-
Experiments in Economic Sciences: New Approaches to Solving Real-Conference, 2004, Kyoto, Japan.
22. -selection and work productivity: An experimental
Economic Science Association Annual Conference, 2004, Tucson, Arizona.
23. -

Work-in-Progress

1. in-group bias
Bram Cadsby and Ninghua Du.
2. Does full day kindergarten bridge the gaps in academic performance for disadvantaged children by socio-economic status? Evidence from a natural experiment
Teng.
3. Gender, sex roles, organizational culture and leadership effectiveness: The cases of Mary Kay and Pfizer
4. and Nick Zubanov.
5. The Effect of overconfidence on the sorting efficiency of Pay-for-
and Francis Tapon. Cadsby
6. with Bram Cadsby.
7. tournament-

IV. Other Research Contributions

1. Invited speaker at the research seminar series at the School of Management, Shanghai University of Finance and Economics, hazard in direct and indirect reciprocal agency , 2014, Shanghai, China.
2. Invited speaker at the research seminar series at the Sogang Experimental Economics Lab, Sogang University, Risk attitudes and effort choices under performance pay 2014, Seoul, Korea.
3. Invited speaker at the research seminar series at the School of Finance, Southwestern University of Finance and Economics, Promise keeping, *Guanxi* and *Mianzi*: , 2014, Chengdu, China.
4. Invited speaker at the research seminar series at HSBC Business School, Peking University, delegation and deception 2014, Shenzhen, China.
5. Invited speaker at the research seminar series at College of Business, University of Auckland, Gender, identity and competitiveness 2012, Auckland, New Zealand.

6. Invited speaker at the research seminar series at China Europe International Business School, Gender, Sex Roles, Organizational Culture and Leadership Effectiveness: The cases of Mary Kay and Pfizer 2012, Shanghai, China.
7. Invited speaker at the research seminar series at College of Management and Economics, University of Guelph, Gender, identity and competitiveness 2012, Guelph, Canada.
8. Invited speaker at the research seminar series at China Europe International Business School, Are masculine women leaders more effective? The case of Mary Kay 2011, Shanghai, China.
9. Invited speaker at the research seminar series at University of Guelph, How Competitive are Professional Women: A Tale of Identity Conflict 2010, Guelph, Canada.
10. Invited speaker at the research seminar series at Southwestern University of Finance and Economics, Trust and Reciprocity in China and Canada 2010, Chengdu, China.
11. Invited speaker at the research seminar series at Zhejiang University of Science and Technology, Trust and Reciprocity in China and Canada 2010, Hangzhou, China.
12. Invited speaker at the research seminar series at Zhejiang Gongshang University, Pay-for-Performance and Cheating 2010, Hangzhou, China.
13. Invited speaker at the research seminar series at China Europe International Business School, Pay-for-Performance and Cheating 2009, Shanghai, China.
14. Invited speaker at the research seminar series at Fudan University, Target-based Compensation Scheme and Productivity Misrepresentation: An Experimental Investigation 2009, Shanghai, China.
15. Invited speaker at the research seminar series at Shanghai University of Finance and Economics, Risk Aversion, Stress and the Incentive Effect of Pay-for-Performance 2009, Shanghai, China.
16. Invited speaker at the research seminar series at Xiamen University, Trust, Reciprocity and *Guanxi* in China 2009, Xiamen, China.
17. Invited speaker at the
18. Invited speaker at the research seminar series at University of Auckland, Are You Paying Your Employees to Cheat: An Experimental Investigation 2008, Auckland, New Zealand.
19. Invited speaker at the research seminar series at University of Canterbury, Social comparison, financial incentives and risk attitudes in tournament-based compensation schemes: An artefactual field experiment 2008, Christchurch, New Zealand.

20. Invited speaker at the research seminar series at Shanghai University of Finance and Economics,
guanxi 2007, Shanghai, China.
21. Invited participant at the Junior OB Faculty Consortium, Academy of Management Conference,
2007, Philadelphia, Pennsylvania.
22. Invited participant at the Trust Manuscript Development Workshop, Academy of Management
Conference, Trust, reciprocity, and *guanxi* in China: An experimental investigation 2007,
Philadelphia, Pennsylvania.
23. Invited participant at the SIM Manuscript Development Workshop, Academy of Management
? An experimental
24. Invited speaker at the International Conference on Trust, Reciprocity, and Cooperation, University
biases, inter-
and intra-
25. Invited speaker at the
effects of compensation schemes on self-
2006, Japan.
- 26.
27. Invited participant in the Doctorial Consortium of the Conflict Management Division, Academy of
Management Conference, 2004, New Orleans.
28. Invited participant in the International Foundation for Research in Experimental Economics
Workshop, 2004, George Mason University.
29.
and group decision-
30.
interaction effect of compensation schemes and self-
Australia.
31. Invited speaker at research seminar series at China European International Business School on
Cross-
d -cultural gender

ACADEMIC SERVICE CONTRIBUTIONS

Ad hoc reviewer for Academy of Management Journal, Organizational Behavior and Human Decision Processes, Human Performance, International Journal of Human Resource Management, American Economic Review, Games and Economic Behavior, Group and Organizational Management, Journal of Organizational Behavior, The Economic Journal, American Journal of Political Science, Journal of Economic Psychology, Journal of Behavioral and Experimental Economics, Canadian Journal of Economics, Management and Organization Review, International Journal of the Economics of Business, International Journal of Organizational Analysis,

GRADUATE THESIS SUPERVISION / EXAMINATION

How to Improve Collaboration in Teleworking Environment , MRP Supervision, 2014.

Natasha De Organizational Change in the Canadian Public Sector , MRP Supervision, 2014

Ahalya Rajeswaran, -
MRP Supervision, 2013

Kevin K Kin Szeto, -Confidence Bias and Cross-Cultural
MRP Supervision, 2013

Jonathan Seres, MRP Supervision, 2013

Jillian Fairclough, MRP Supervision, 2013

Dissertation, 2007. Master

Master Dissertation, 2006.

PROFESSIONAL AFFILIATIONS

Academy of Management

Administrative Sciences Association of Canada

International Association of Conflict Management

Economics Science Association

Canadian Economics Association

MEDIA MENTIONS OF RESEARCH

Business Standard (April 27, 2015): How the Network Works.

http://www.business-standard.com/article/management/how-the-network-works-115042600697_1.html

The Economic Times (April 13, 2015): How CEOs inflate their salaries.

http://economictimes.indiatimes.com/articleshow/46887575.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst

<http://economictimes.indiatimes.com/magazines/panache/how-ceos-inflate-their-salaries/articleshow/46887575.cms>

Huffington Post Canada Business News (April 10, 2015): CEO pay may be boosted by fellow CEOs.

http://www.huffingtonpost.ca/2015/04/09/ceo-pay-may-be-boosted-by_n_7031010.html

Canadian Broadcast Corporation News The Exchange with Amanda Lang (April 10, 2015): How CEOs inflate their salaries.

Ryerson University Media Room (April 9, 2015): New study by Toronto researchers points to how corporate executives can benefit financially from an exclusive VIP network.

http://www.ryerson.ca/news/media/General_Public/20150409_RN_CEOcompensation.html

Canadian Broadcast Corporation News - Business (April 9, 2015): Canadian Broadcast Corporation News - Business (April 9, 2015):

CEO pay may be boosted by fellow CEOs, researchers say. Board members who raise a CEO's compensation may pay benefit from cycle of raises.

<http://www.cbc.ca/news/business/ceo-pay-may-be-boosted-by-fellow-ceos-researchers-say-1.3025246?cmp=rss>

Canadian HR Reporter (October 21, 2013):

: Conflicting

identity roles can reduce competitiveness, hurt career.

<http://www.hrreporter.com/userlogin?article=19185-identity-conflicts-holding-women-back>

Canadian HR Reporter (September 13, 2013): Women face internal identity conflicts in the workplace.

<http://www.hrreporter.com/articleview/18813-women-face-internal-identity-conflicts-in-the-workplace-study>

PhysOrg (September 13, 2013): Women who see themselves as warm, supportive tend to compete less in workplace, study finds.

The Wall Street Journal (May 18, 2010): Study: Bonuses Entice Cheating. *By Meena Thiruvengadam.*

Ryerson University Media Room (May 17, 2010): Employees more likely to cheat with bonus incentive programs.

http://www.ryerson.ca/news/media/General_Public/20100517_RN_bonusche.html

Globe and Mail (Monday, May 17, 2010, Page C1): Do bonuses create cheaters?

<http://www.theglobeandmail.com/report-on-business/do-bonuses-create-cheaters/article1571307/>

CTV (Monday, May 17, 2010): Do bonuses create cheaters?

<http://www.ctv.ca/generic/generated/static/business/article1571307.html>

Ryerson University Media Room (April 24, 2009): Hold executives personally accountable for business decisions, researcher suggests.

OMNI Television (Business News Documentary, December 9 and 16, 2006): Pay-for-performance plans and its impact on employers and employees.

Government Executive (August 17, 2006) Pay + Benefit Watch: Risk Takers.

http://www.govexec.com/story_page.cfm?articleid=34793&ref=rellink

Globe and Mail (Friday, August 4, 2006, Page C1): Pay-for-performance plans can motivate -- or backfire.

Ryerson University Media Room (August 2, 2006): Pay-for-performance benefits employees and employers. http://www.ryerson.ca/news/media/General_Public/20060802_st_augresea.html