

Liuba Y. Belkin, Ph.D.

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College of Business & Economics
Lehigh University
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EDUCATION

- Ph.D. Organizational Behavior – Rutgers University** **May 2007**
Rutgers Business School, Newark, NJ
Dissertation Title: Emotional Contagion in the Electronic Communication Context in Organizations.
- MBA, Marketing/Management - Rutgers University** **May 2002**
Rutgers Business School, Newark, NJ
- MS, Economics - BS, Economics** **February 1997**
Institute for Economics and Law, Moscow, Russia

ACADEMIC EMPLOYMENT

- Associate Professor, Lehigh University (with tenure)** **June 2014 - Present**
- Assistant Professor, Lehigh University** **August 2007 – May 2014**
- Instructor/Adjunct Lecturer, Rutgers University** **September 2004 – May 2007**

RESEARCH

Research Focus

My primary research is in organizational behavior and negotiation fields, with an emphasis on affect and emotions and trust in virtual and face-to-face environments. Specifically, my scholarly work can be divided into two main streams that explore (1) affect, emotions and individual decision-making and performance in the context of communication technology (such as e-mail) in organizations and (2) the role of affect and emotions in negotiations, trust relationships, ethical and moral reasoning. Other areas of my academic interest include electronic communication and negotiation, cooperation in face-to-face and online context, and leadership practices.

Publications in Peer-Reviewed Journals

Belkin, L.Y., Kurtzberg, T.R., & Naquin, C.E. (2013). “Signaling dominance in online negotiations: The role of affective tone”, *Negotiations and Conflict Management Research*, 6 (4): 285-304.

Chen, C.C., **Belkin, L.Y.**, McNamee, R. & Kurtzberg, T.R. (2013). "Charisma attribution during organizational change: The importance of followers' emotions and concern for well-being", *Journal of Applied Social Psychology*, 43: 1136-1158.

Hoover, D. J., Giambatista, R. C. & **Belkin, L.Y.** (2012). "Eyes on, hands on: Vicarious experiential learning as an enhancement of direct experience", *Academy of Management Learning and Education*, 11 (4): 591-608.

Chen, C.C., Saporito, P. & **Belkin, L.Y.** (2011). "Responding to trust breaches: The role of affect in trust, trust erosion, and trust reparability", *Journal of Trust Research*, 1(1): 85-106.

Naquin, C.E., Kurtzberg, T.R. & **Belkin, L.Y.** (2010). "The finer points of lying online: E-mail versus pen-and-paper", *Journal of Applied Psychology*, 95 (2): 387-394.

Belkin, L.Y. (2009). "Emotional contagion in the electronic communication context: Conceptualizing the dynamics and implications of electronic emotional encounters in organizations", *Journal of Organizational Culture, Communications & Conflict*, 13(2): 105-122.

Kurtzberg, T. R., Naquin, C. E. & **Belkin, L. Y.** (2009). "Overcoming the e-mail disadvantage: Humor in online negotiations", *International Journal of Conflict Management*, 20 (40): 377-397.

Naquin C.E., Kurtzberg, T.R. & **Belkin, L.Y.** (2008). "Online communication and group cooperation in mixed motive contexts", *Social Justice Research*, 21: 470-489.

Newbury, W., **Belkin, L.Y.** & Ansari, P. (2008). "Perceived career opportunities from globalization: Globalization capabilities and attitudes towards women in Iran and the U.S.", *Journal of International Business Studies*, 39: 814-832.

Kurtzberg, T.R., **Belkin, L.Y.** & Naquin, C. E. (2006). "The effect of e-mail on attitudes towards performance feedback", *International Journal of Organizational Analysis*, 14: 4-21.

Newbury, W., Gardberg, N. & **Belkin, L. Y.** (2006). "Organizational attractiveness is in the eye of the beholder: The interaction of movement capital with foreignness", *Journal of International Business Studies*, 37: 668-686.

Kurtzberg, T.R., Naquin C.E. & **Belkin L.Y.** (2005). "Electronic performance appraisals: The effects of e-mail communication on peer ratings in actual and simulated environments", *Organizational Behavior and Human Decision Processes*, 98: 216-226.

Invited Book Chapters

Belkin, L.Y. & Kurtzberg, T. (2013). "Affective displays in e-mail communication: The evidence from the lab and the field". In N. M. Ashkanasy, W. J. Zerbe, & C. E. J. Härtel (Eds.), *Research on Emotions in Organizations* (Vol. 9: pp. 279-308). Amsterdam: Elsevier.

Friedman, R. & **Belkin, L.Y.** (2013). "The costs and benefits of electronic negotiations". In *M. Olekalns & W. Adair (Eds.), Handbook of Research in Negotiation* (pp. 357-384). Edward Edgar Publishing, UK.

Chen, C.C., **Belkin, L.Y.** & Kurtzberg, T.R. (2006). "A follower-centric contingency model of charisma attribution: The importance of follower emotion", in *Shamir, B., Pillai, R., Bligh, M., & Uhl-Bien, M. (Eds.) Follower-Centered Perspectives on Leadership: A Tribute to the Memory of James R. Meindl* (pp. 115-134), Greenwich, CT: Information Age Publishing.

Invited Articles:

Belkin, L.Y., Zhao, G., Tolboom, N. and Farris, G. (2008). "Nature or nurture: Can psychometric tools help to foster creativity in organizations?" *Center for Innovation Management Studies*. Available on:
http://cims.ncsu.edu/index.php/research?view=default&id=22&research_id=75.

Publications in Best Paper Proceedings:

Chen, C.C., **Belkin, L.Y.**, McNamee, R. & Kurtzberg, T.R. (2007). "In the eyes of the follower: Construction of charisma in response to organizational change", *Academy of Management Best Paper Proceedings, Philadelphia, PA, August*.

Newburry, W., Ansari, P. & **Belkin, L.Y.** (2002). The impact of women on perceptions of individual career opportunities from globalization: The case of Iran. *Academy of International Business-Northeast Annual Meeting, Maryland, September, pp. 172-186*.

Peer-Reviewed Conference Presentations:

Williams*, M., **Belkin, L.Y.*** & Chen C., C. "Attribution process during trust violations: The role of affective and cognitive mechanisms", to be presented at the *Academy of Management annual 2015 meeting (Vancouver, BC), August 2015*

Williams, M. & **Belkin, L.Y.** "The psychology and art of trust maintenance" to be presented at the *7th biennial Positive Organizational Scholarship Research Conference (Lake Buena Vista, FL), June 2015*.

Williams, M. & **Belkin, L.Y.** "The psychology and art of trust maintenance" presented at the *8th EIASM/FINT Workshop on Trust Within and Between Organizations, (Coventry, U.K.), November 2014*.

Belkin L.Y. & Rothman, N. "Emotional displays, trustworthiness perceptions and trust behavior in negotiations" presented at the *Academy of Management annual 2014 meeting, (Philadelphia, PA), August 2014*.

Williams, M. & **Belkin, L.Y.** “Active and passive trust maintenance” presented at the 1st *annual Management Theory Conference (San Francisco, CA), September 2013.*

Belkin, L.Y. “The effect of ambient temperature on workplace deviance: A longitudinal field study”, *Academy of Management annual meeting, (Orlando, FL), August 2013.*

Friedman, R. & **Belkin, L.Y.** “Negotiating electronically: The impact of communication media”. *Kellogg School of Management, Northwestern University, The Negotiation Handbook Conference, September 6-8th, 2012.*

Belkin, L.Y., Kurtzberg, T.R., & Naquin, C.E. “Emotional displays in online negotiations: When anger helps and happiness hurts” *Academy of Management annual meeting (Boston, MA), August, 2012.*

Hoover, D. J., Giambatista, R. C. & **Belkin, L.Y.** “An examination of vicarious experiential learning across levels and tasks” *Academy of Management annual meeting (Montreal, CA), August, 2010.*

Belkin, L.Y., Kurtzberg, T.R., and Naquin, C.E. “Emotions and positional power in online context: The impact on perceptions and performance” *Academy of Management annual meeting (Chicago, IL), August, 2009.*

Belkin, L.Y., Naquin, C.E. and Kurtzberg, T.R. “Being honest online: The role of media in the decision to misrepresent information” *Academy of Management annual meeting (Anaheim, CA), August, 2008.*

Saparito, P., **Belkin, L.Y.** and Chen, C.C. “Making sense of trust: The role of cognitive and affective processes in trust building, breaks and repair” *Academy of Management annual meeting (Anaheim, CA), August, 2008.*

Belkin, L.Y., Zhao, G., Tolboom, N. and Farris, G. “Nature or nurture: Can psychometric tools help to foster creativity in organizations?” presented at the Center for Innovation in Management studies (CIMS) *Spring Corporate Sponsor Meeting, June 5th, 2008.*

Chen, C.C., **Belkin, L.Y.,** McNamee, R., and Kurtzberg, T.R. “In the eyes of the follower: Construction of charisma in response to organizational change”, *Academy of Management annual meeting (Philadelphia, PA), August, 2007.*

Belkin, L.Y. and Kurtzberg, T.R. “Emotional contagion in the electronic communication context: Conceptualizing the dynamics and implications of electronic emotional encounters in organizations”, *EMONET V conference (Atlanta, GA), August, 2006.*

Belkin, L.Y., Chen, C.C., McNamee, R., and Kurtzberg, T.R. “Organizational change, member emotion, and construction of charismatic leadership”, *EMONET V conference (Atlanta, GA), August, 2006.*

Belkin, L.Y., Kurtzberg, T.R., and Naquin, C.E. “Emotional contagion in the online environment: Investigating the dynamics and implications of emotional encounters in mixed-

motive situations in the electronic context”, *International Association of Conflict Management annual meeting (Montreal, Canada), June 2006*. SSRN: <http://ssrn.com/abstract=913774>.

Belkin, L.Y., Naquin C.E. and Kurtzberg, T.R. “Online communication and social dilemmas: How communication media influences interpersonal trust, cooperative behavior and perceptions of fairness”, *Academy of Management annual meeting (Honolulu, HI), August 2005*.

Newburry, W., **Belkin, L.Y.** and Ansari, P. “Perceived career opportunities from globalization: Influences of globalization capabilities and attitudes towards women in Iran and the U.S.”, *Academy of International Business annual meeting (Quebec City, Canada), July 2005*.

Kurtzberg, T.R., **Belkin, L.Y.** and Naquin, C.E. “It’s not what you say, but how you say it: The effects of e-mail on feedback delivery and receipt”, *Academy of Management annual meeting (New Orleans, LA), August 2004*.

Gardberg, N, Newburry. W, and **Belkin, L.Y.** “Organizational attractiveness is in the eye of the beholder: Movement capital’s moderating effects on the relationships of cultural distance and internationalization with organizational attractiveness”, *Academy of International Business annual meeting (Monterey, CA), July 2003*. **Best paper finalist**.

Gardberg, N, Newburry. W, and **Belkin, L.Y.** “The moderating effect of movement capital on the relationships of cultural distance and internationalization with organizational attractiveness”, *Academy of Management meeting European division (Portugal), May 2003*.

Ansari, P., **Belkin, L. Y.** and Newburry, W. “Perceptions regarding the power of women and comfortability with women in the workplace: The case of Iran” *Center for Iranian Research and Analysis 20th Annual Conference, Atlanta, April, 2003*.

Newburry, W., **Belkin, L.Y.** and Ansari, P. “The impact of women on perceptions of individual Career opportunities from globalization: The case of Iran”, *North-East Academy of International Business meeting (University of Maryland), September 2002*. **Best paper nominee**.

TEACHING

Lehigh University

Undergraduate level:

Behavioral Skills Workshop (BSW 125 – business minor)

Conflict Management & Negotiations (SCM 328/MGT 328)

Managing and Leading People in Organizations (MGT 143 – CBE core course)

Organizational Dynamics Workshop (MGT 321)

Graduate (MBA) level:

Managing People (MBA 405 – core course)

Negotiations (GBUS 447)

Rutgers University

Negotiations (MBA level)

Negotiations (undergraduate level)

Organizational Behavior (undergraduate level)

Awards and Honors:

- **2010 Outstanding Reviewer Award** (Academy of Management annual meeting, Organizational Behavior Division)
- **2008** Naquin, C. E., Kurtzberg, T. R., and Belkin, L. Y. Dishonesty and deceit in online negotiations. **Manuscript selected for press release by the Academy of Management**
- **2006 CIMIC Award for an Outstanding Research Record** for a PhD Student in Management (competitive award, one given annually - \$500 award)
- **2005-2006 Dissertation Research Award** from Technology Management Research Center Awards Program (\$2500 award)
- **Eldridge Haynes Prize for Best Paper First Runner-Up** (Best Paper by a Scholar(s) Under 40, with Naomi Gardberg and William Newburry), Academy of International Business Annual Meeting, 2003
- **Best Paper Finalist** (with Naomi Gardberg and William Newburry), Academy of International Business Annual Meeting, 2003
- **Best Empirical Paper Nominee** (with William Newburry and Pardis Ansari), Academy of International Business-Northeast Annual Meeting, 2002

Grants/Fellowships

- **Axelrod Family Endowed Fellowship (Lehigh University)** – July 1st, 2008 – June 30th, 2013 (1-year term; awarded annually on competitive bases)
- **Research Summer Support Grant from CBE** – 2013; 2012; 2011; 2010 (awarded annually on competitive basis)
- **CBE research grant (Martindale Center for the Study of Private Enterprise, Lehigh University)** – Fall 2008
- **Dissertation Fellowships** (Rutgers Business School) – Fall 2006; Spring-Summer 2005
- **Scholarship award** for a dissertation research – Summer 2006; Summer 2004
- **Research grants** for projects with Professor Terri Kurtzberg, Summers 2003-2006

SERVICE

Lehigh University Service

University:

- University Disciplinary Appeals Committee, ad-hoc committee member, Fall 2012 – Spring 2015; re-elected again for a 3-year term– Fall 2015- present
- University Commencement name reader volunteer, May 2011 – present
- University Research Council, ad-hoc committee member, December 2010 – June 2011
- Panel speaker for Kappa Alpha Theta and Phi Sigma Kappa's bi-annual scholarship award ceremony, March 19, 2009
- Open House, Lehigh days, Major Fair, volunteer – 2008-present

College:

- Management Department representative to the M² program oversee committee, ad-hoc member, 3-year term; January 2015 - present
- CBE Global Steering Committee, ad-hoc member, December 2009 – May 2015
- CBE Nominations Committee, Spring 2009 – 2012
- Faculty Advisor for NAWMBA (National Association of Women MBAs – Lehigh Chapter), 2009 - present
- Panel speaker for inaugural event of the Lehigh University Chapter of the National Association of Women MBAs (NAWMBA), March 14, 2009
- CBE MBA Core Curriculum Committee, 2007-2008
- Advisor for Management Majors (undergraduate students) – Spring 2008 - present

Department:

- Director, Management Major Program, July 2014 – January 2015
- Management Department Research Seminar Committee Chair, ad-hoc, June 2010 - present
- Management Department Search Committee for tenure-track Organizational Behavior position, 2007; 2008; 2010; 2012; 2015
- Management Department Search Committee for tenure-track International Business/Strategy position, 2010
- Management Department Research Seminar Committee member, 2008 – 2010

Professional Service and Activities

- Session Chair, OB division, Academy of Management annual meeting (Philadelphia, PA 2014)
- Session Chair, CM division, Academy of Management annual meeting (Philadelphia, PA 2014)
- Academy of Management mentoring program volunteer, 2012, 2013
- Session Chair, OB division, Academy of Management annual meeting (San-Antonio, Texas, 2011)

- Ad-hoc “*Outstanding Practical Implications for Management Award*” committee member for OB division of the Academy of Management meeting, 2011
- Junior Faculty Workshop participant (*competitive nomination*), OB division, Academy of Management annual meeting (Chicago, 2009)
- Session Chair, Conflict Management division, Academy of Management annual meeting (Anaheim, CA: 2008)
- Reviewer, Academy of Management Organizational Behavior Division (since 2006 – present; yearly reviewer)
- Reviewer, Academy of Management Conflict Management Division (since 2007 – present; yearly reviewer)
- Reviewer, Academy of Management Organizational Communication and Information Systems Division (2009; 2008; 2007; 2006 annual meetings)
- Doctoral Student consortium participant (*competitive nomination*), OB division, Academy of Management annual meeting (Atlanta, GA: 2006)
- Reviewer, International Conference for Emotions and Worklife (EMONET V) (2006 annual meeting)

Ad-Hoc Reviewer

Group Decision and Negotiation (since 2012 – present)

Group and Organization Management (since 2011 – present)

Journal of Experimental Social Psychology (since 2014 – present)

Journal of Trust Research (since 2014 – present)

Negotiations and Conflict Management Research (since 2010 – present)

OB Division’s Award for Best Paper with Practical Implications (AOM, 2011)

Organization Behavior and Human Decision Processes (since 2008 – present)

Organization Science (since 2007 – present)

Invited Talks and Presentations

- CBE Professional Development Seminar Series, January, 2014
- Martindale Center, Lehigh University, November, 28th, 2011
- Department of Psychology, Lehigh University, brown bag research seminar series, November, 17th, 2011
- Invited facilitator at the Iacocca Institute, Lehigh University, Global Village, Summer 2011 Program
- Department of Management, Lehigh University, research seminar series, April, 2011
- Invited guest lecturer at the Institute of Business Studies, Moscow, Russia - Academy of National Economy, February 19, 2009
- Invited guest speaker for the meeting “Opportunities in Russia: Opening Doors to Pennsylvania Companies”, part of the "Changing the Face of Russia" seminar series by

the Mid-Atlantic – Russia Business Council with the support of the Pennsylvania Department of Community and Economic Development, March 25th, 2008

Selected Media Mentions of Research

- “Signaling dominance in online negotiations: The role of affective tone” (2014), *Research Insights Editorial, Dispute Resolution Magazine*, Summer 2014 issue.
- “The Anxiety of the Unanswered E-Mail” (2013), by Alina Tugend, *The New York Times*, April 20th, B5.
- “Could laughter be the best medicine for your business?” (2009), by Steve Martin, *Institute of Leadership & Management magazine*, March issue.
http://www.insideinfluence.com/current/02/article_feb.html
- “Being honest online: The role of media in the decision to misrepresent information” – *CNN, CNBC, The New York Times, Fortune Magazine, Associated Press, US News & World Report, BBC radio, CBS radio among others*; September, 2008 – April, 2009; a complete list of citations for this article in newspapers, magazines, on websites and radio stations (including interviews) is available upon request.
- “Keeping Cool at Your Computer” (2008), *Mishpacha*, Issue 208, May 14th: page 14.
- “Research Digest: Sending the Wrong Message” (2006), *Negotiations Journal*, April 22 (2): 113-114.

Professional Affiliations

Member, Academy of Management (Organizational Behavior and Conflict Management divisions)

Member, International Association for Conflict Management

Member, International Association for Emotions and Worklife (EMONET)

WORK EXPERIENCE (NON ACADEMIC)

INTERNATIONAL PURCHASING AGENCY, INC **1997 – 2000**
Matawan, NJ
Import-Export firm specializing in travel accessories and small leather goods
Business manager

SILVEL S.A. **1995 – 1997**
Moscow, Russia
An investment firm primarily specializing in trading on behalf of institutional investors, and an in house hedge fund of Russian equities and government notes.
Chief Compliance Officer
Trainee Stock Broker/ Stock Broker