

## **Donald E. Conlon**

Department of Management  
The Eli Broad Graduate School of Management  
Michigan State University  
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### **EDUCATION**

- Ph.D. May, 1989, University of Illinois at Urbana-Champaign  
Major: Business Administration (Organizational Behavior)  
Minor: Industrial Relations
- B.S. May 1983, University of Illinois at Urbana-Champaign  
Major: Psychology

### **ACADEMIC EXPERIENCE**

#### **Eli Broad Professor**

**of Management:** Department of Management, Michigan State University (1/1/06-present)

**Chairperson:** Department of Management, Michigan State University  
(8/16/05 – 8/15/11)

**Professor:** Department of Management, Michigan State University (6/1/00-present)

**Associate Professor:** Department of Management, Michigan State University (6/1/98 – 5/31/00)  
  
Department of Business Administration, University of Delaware  
(6/1/93 - 5/31/98)

**Assistant Professor:** Department of Business Administration, University of Delaware  
(9/1/88 - 5/31/93)

### **UNIVERSITY TEACHING RESPONSIBILITIES**

- Undergraduate: Management Skill Development; Organizational Behavior;  
Negotiation and Conflict Resolution
- MBA: Organizational Behavior; Negotiation and Conflict Resolution
- Doctoral: Organization Theory

**REFEREED JOURNAL PUBLICATIONS**

- Mannor, M., Shamsie, J. & Conlon, D. E. (in press). Does experience help or hinder top managers? Working with different types of resources in Hollywood. *Strategic Management Journal*, forthcoming.
- Matta, F. K., Scott, B. A., Koopman, J., & Conlon, D. E. (in press). Does seeing “eye to eye” affect work engagement and OCB? A role theory perspective on LMX agreement. *Academy of Management Journal*, forthcoming.
- Peng, A. C., Dunn, J., & Conlon, D. E. (2015). When vigilance prevails: The effect of regulatory focus and accountability on integrative negotiation outcomes. *Organizational Behavior and Human Decision Processes*, 126: 77-87.
- Scott, B. A., Garza, A. S., Conlon, D. E. & Kim, Y. J. (2014). Why do managers act fairly in the first place? A daily investigation of “hot” and “cold” motives and discretion. *Academy of Management Journal*, 57, 1571-1591.
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98, 199-236.
- Conlon, D. E., Tinsley, C. H., Birk, S. J., Humphrey, S. E., & Ellis, A. P. J. (2012). Is it sometimes better to receive than to give? Preferences for receiver roles over proposer roles in consumer behavior ultimatums. *Organizational Behavior and Human Decision Processes*, 119, 64-77.
- Sleesman, D. J. Conlon, D. E., McNamara, G., & Miles, J. (2012). Cleaning up the big muddy: A meta-analytic review of the determinants of escalation of commitment. *Academy of Management Journal*, 55, 541-562.
- Dimotakis, N., Conlon, D. E., & Ilies, R. (2012). The mind and heart (literally) of the negotiator: Personality and contextual determinants of experiential reactions and economic outcomes in negotiation. *Journal of Applied Psychology*, 97, 183-193.
- Conlon, D. E. (2012). Introduction to the special issue on justice, conflict, and negotiation. *Negotiation and Conflict Management Research*, 5, 1-3.
- Jensen, J., Conlon, D. E., Humphrey, S., & Moon, H. (2011). The consequences of completion: How level of completion influences information concealment by decision makers. *Journal of Applied Social Psychology*, 41, 427-454.

**REFEREED JOURNAL PUBLICATIONS (Continued)**

- Wilson, K. S., Sin, H. P., & Conlon, D. E. (2010). What about the leader in leader-member exchange? The impact of resource exchanges and substitutability on the leader. *Academy of Management Review*, 35, 358-372.
- Dulebohn, J. H., Conlon, D. E., Sarinopoulos, I., Davison, R. B., & McNamara, G. (2009). The biological bases of unfairness : Neuroimaging evidence for the distinctiveness of procedural and distributive justice. *Organizational Behavior and Human Decision Processes*, 110, 140-151.
- DeRue, D. S., Conlon, D. E., Moon, H. & Willaby H. W. (2009). When is straightforwardness a liability in negotiations? The role of integrative potential and structural power. *Journal of Applied Psychology*, 94, 1032-1047.
- Beersma, B., Hollenbeck, J. R., Conlon, D. E., Humphrey, S. E., Moon, H., & Ilgen, D. R. (2009). Cutthroat cooperation: The effects of team role decisions on adaptation to alternative reward structures. *Organizational Behavior and Human Decision Processes*, 108, 131-142.
- Kernan, M. C., Hunt, C. S., & Conlon, D. E. (2007). Expectancy disconfirmation and negotiator reactions across negotiation episodes. *Journal of Applied Social Psychology*, 37, 143-162.
- Conlon, D. E., Morgeson, F. P., McNamara, G., Wiseman, R. M., & Skilton, P. (2006). Examining the impact and role of special issue and regular journal articles in the field of management. *Academy of Management Journal*, 49, 857-872.
- Ellis, A. P., Humphrey, S. E., Conlon, D. E., & Tinsley, C. H. (2006). Improving customer reactions to electronic brokered ultimatums: The benefits of prior experience and explanations. *Journal of Applied Social Psychology*, 36, 2293-2324.
- Nowakowski, J., & Conlon, D. E. (2005). Organizational justice: Looking back, looking forward. *International Journal of Conflict Management*, 16, 4-29.
- Porter, C. O. L. H., Conlon, D. E., & Barber, A. E. (2004). The dynamics of salary negotiations: Effects on applicants' justice perceptions and recruitment decisions. *International Journal of Conflict Management*, 15, 273-303.
- Conlon, D. E., Van Dyne, L., Milner, M., & Ng, K. Y. (2004). The effects of physical and social context on evaluations of captive intensive service relationships. *Academy of Management Journal*, 47, 433-445.

**REFEREED JOURNAL PUBLICATIONS (Continued)**

Humphrey, S. E., Ellis, A. P., Conlon, D. E., & Tinsley, C. H. (2004). Understanding customer reactions to brokered ultimatums: Integrating negotiation and justice theory. *Journal of Applied Psychology, 89*, 466-482.

Conlon, D. E., Porter, C. O. L. H., & McLean Parks, J. (2004). The fairness of decision rules. *Journal of Management, 30*, 329-349.

Humphrey, S. E., Moon, H., Conlon, D. E., & Hofmann, D. (2004). Decision making and behavior fluidity: How focus on completion and emphasis on safety changes over the course of projects. *Organizational Behavior and Human Decision Processes, 93*, 14-27.

Beersma, B., Hollenbeck, J., Humphrey, S., Moon, H., Conlon, D., & Ilgen, D. (2003). Cooperation, competition, and team performance: Towards a contingency approach. *Academy of Management Journal, 46*, 572-590.

Finalist for 2004 *Academy of Management Journal Best Paper Award*

Moon, H., Conlon, D. E., Humphrey, S., Quigley, N., Devers, C., & Nowakowski, J. (2003). Group decision process and incrementalism in decision-making. *Organizational Behavior and Human Decision Processes, 92*, 67-79.

Weaver, G.R., & Conlon, D. E. (2003). Explaining facades of choice: Timing, justice effects, and behavioral outcomes. *Journal of Applied Social Psychology, 33*, 2217-2242.

Conlon, D. E. & Hunt, C. S. (2002). Dealing with feeling: The influence of outcome representations on negotiation. *International Journal of Conflict Management, 13*, 38-58.

Conlon, D.E., Moon, H., & Ng, K. Y. (2002). Putting the cart before the horse: The unexpected benefits of arbitrating before mediating. *Journal of Applied Psychology, 87*, 978-984.

Moon, H. & Conlon, D. E. (2002). From acclaim to blame: Evidence of a person sensitivity decision bias. *Journal of Applied Psychology, 87*, 33-42.

Colquitt, J. A., Conlon, D. E., Wesson, M., Porter, C., and Ng, K. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology, 86*, 425-445.

**REFEREED JOURNAL PUBLICATIONS (Continued)**

- Ross, W. H., & Conlon, D. E. (2000). Hybrid forms of third party dispute resolution: Theoretical implications of combining mediation and arbitration. *Academy of Management Review*, 25, 416-427.
- McLean Parks, J., Conlon, D., Ang, S., and Bontempo, R. (1999). The manager giveth, the manager taketh away: Evidence for variation in reward allocation/recovery rules in the United States and Singapore. *Journal of Management*, 25, 723-757.
- Conlon, D. E. & Sullivan, D. P. (1999). Examining the actions of organizations in conflict: Evidence from the Delaware Court of Chancery. *Academy of Management Journal*, 42, 319-329.
- Sawyer, J., Kernan, M., Conlon, D., & Garland, H. (1999). Responses to the Michelangelo computer virus threat: The role of information sources and risk homeostasis theory. *Journal of Applied Social Psychology*, 29, 23-51.
- Garland, H., & Conlon, D. E. (1998). Too close to quit: The role of project completion in maintaining commitment. *Journal of Applied Social Psychology*, 28, 2025-2048.
- Sullivan, D. P., & Conlon, D. E. (1997). Crisis and transition in corporate governance paradigms: The role of the Chancery Court of Delaware. *Law & Society Review*, 31, 713-762.
- Conlon, D. E., & Ross, W. H. (1997). Appearances do count: The effects of outcomes and explanations on disputant fairness judgments and supervisory evaluations. *International Journal of Conflict Management*, 8, 5-31.
- Conlon, D. E., & Murray, N. M. (1996). Customer perceptions of corporate responses to product complaints: The role of explanations. *Academy of Management Journal*, 39, 1040-1056.
- McLean Parks, J., Boles, T. L., Conlon, D. E., Desouza, E., Gatewood, W., Gibson, K., Halpren, J., Locke, D., Straub, P., Wilson, G., & Murnighan, J. K. (1996). Distributing adventitious outcomes: Social norms, egocentric martyrs, and the effects on future relationships. *Organizational Behavior and Human Decision Processes*, 67, 181-200.
- Conlon, D. E., Carnevale, P. J., & Murnighan, J. K. (1994). Intravention: Third party intervention with clout. *Organizational Behavior and Human Decision Processes*, 57, 387-410.

**REFEREED JOURNAL PUBLICATIONS (Continued)**

- Conlon, D. E., Carnevale, P. J., & Ross, W. H. (1994). The influence of third party power and suggestions on negotiation: The surface value of a compromise. *Journal of Applied Social Psychology, 24*, 1084-1113.
- Conlon, D. E. (1993). Some tests of the self-interest and group-value models of procedural justice: Evidence from an organizational appeal procedure. *Academy of Management Journal, 36*, 1109-1124.
- Conlon, D. E., & Ross, W. H. (1993). The effects of partisan third parties on negotiator behavior and outcome perceptions. *Journal of Applied Psychology, 78*, 280-290.
- Conlon, D. E., & Garland, H. (1993). The role of project completion information in resource allocation decisions. *Academy of Management Journal, 36*, 402-413.
- Conlon, D. E., & Ross, W. H. (1992). Influence of movement toward agreement and third party intervention on procedural and distributive fairness judgments. *International Journal of Conflict Management, 3*, 207-221.
- Murnighan, J. K., & Conlon, D. E. (1991). The dynamics of intense work groups: A study of British string quartets. *Administrative Science Quarterly, 36*, 165-186.
- (2004) Excerpts reprinted in *National Association of Music Educators, 12*, 22-26.
- Conlon, D. E., & Fasolo, P. M. (1990). Influence of speed of third party intervention and outcome on negotiator and constituent fairness judgments. *Academy of Management Journal, 33*, 833-846.
- Ross, W. H., Conlon, D. E., & Lind, E. A. (1990). The mediator as leader: Effects of behavioral style and deadline certainty on negotiator behavior. *Group and Organization Studies, 15*, 105-124.
- Conlon, D. E., Lind, E. A., & Lissak, R. I. (1989). Nonlinear and nonmonotonic effects of outcome on procedural and distributive fairness judgments. *Journal of Applied Social Psychology, 19*, 1085-1099.
- Conlon, D. E. (1989). Using computer simulations of negotiation for educational and research purposes in business schools. *Education and Computing, 5*, 173-180.
- Conlon, D. E. (1988). The mediation-intravention discussion: Toward an integrative perspective. *Negotiation Journal, 2*, 143-148.

**REFEREED JOURNAL PUBLICATIONS (Continued)**

- Carnevale, P. J., & Conlon, D. E. (1988). Time pressure and strategic choice in mediation. *Organizational Behavior and Human Decision Processes*, 42, 111-133.
- Lind, E. A., Lissak, R. I., & Conlon, D. E. (1983). Decision control and process control effects on procedural fairness judgments. *Journal of Applied Social Psychology*, 13, 338-350.

**BOOK CHAPTERS**

- Conlon, D. E., Pinkley, R. L., & Sawyer, J. E. (2014). Getting something out of nothing: Reaping or resisting the power of a phantom BATNA. In N. Ashkanasy (Ed.), *The Handbook of Conflict Management*.
- Conlon, D. E., & Ross, W. H. (2011). The effect of perceived/felt (in)justice on cooperativeness: Implications for negotiators as “justice enhancing communicators” in an era of social networking. In B. M. Goldman & D. L. Shapiro (Eds.), *The Psychology of Negotiation in the 21st Century Workplace: New Challenges and New Solutions*. SIOP Frontiers/Routledge Press Publishing.
- Wilson, K. S., Conlon, D. E., & Koopman, J. (2011). Fairness and consumer behavior: A WWJD (What Would Justice Do) analysis. In M. A. Rahim (Ed.), *Current Topics in Management*, volume 15, pp. 63-91. New Brunswick, NJ: Transaction Publishers.
- Conlon, D. E., & Jehn, K. A. (2010). Behind the Music : Conflict, Performance, Longevity, and Turnover in Punk and New Wave Rock Bands. In M. A. Rahim (Ed.), *Current Topics in Management*, volume 14, pp. 13-48. New Brunswick, NJ: Transaction Publishers.
- Beersma, B., Conlon, D. E., Hollenbeck, J. R., and Ilgen, D. R. (2008). Conflict and Group Decision-Making: The Role of Social Motivation. In C. K. W. De Dreu and M. Gelfand (Eds.), *The Psychology of Conflict and Conflict Management in Organizations* (pp. 115-147). Society for Industrial and Organizational Psychology, Publishers.
- Conlon, D. E., Meyer, C. J., Lytle, A. L., & Willaby, H. W. (2007). Third party intervention across cultures: No “one best choice.” In J. Martocchio (Ed.), *Research in Personnel and Human Resources Management*, 26, 315-356. Elsevier Publishing.
- Conlon, D. E. (2005). Mediation and the fourfold model of justice. In M. S. Herrman (Ed.), *The Blackwell Handbook of Mediation: Bridging Theory, Research, and Practice* (pp. 247-259). Malden, MA: Blackwell Publishing.

**BOOK CHAPTERS** (Continued)

- Conlon, D. E., Nowakowski, J., & Meyer, C. (2005). How does organizational justice affect performance, withdrawal, and counterproductive behavior? In J. Greenberg and J. Colquitt (Eds.), *Handbook of organizational justice* (pp. 301-327). Mahwah, NJ: Erlbaum.
- Conlon, D. E., & Meyer, C. (2004). Contractual and emergent third-party intervention. In M. Gelfand and J. Brett (Eds.), *The handbook of negotiation and culture* (pp. 258-279). Palo Alto, Ca: Stanford University Press.
- Conlon, D. E., & Shapiro, D. L. (2002). Employee postings and company responses to downsizing inquiries: Implications for managing and reacting to organizational change. In J. Wagner III, J. Bartunek, & K. Elsbach (Eds.), *Advances in qualitative organizational research*, volume 4, pp. 39-67. Greenwich, CT: JAI Press.
- Conlon, D. E., & Sullivan, D. P. (1999). Intractable disputes involving organizations. In R. Bies, R. Lewicki, & B. Sheppard, (Eds.) *Research on negotiation in organizations*, volume 7 pp. 141-175. Greenwich, CT: JAI Press.
- Carnevale, P., Putnam, L., Conlon, D., & O'Connor, K. (1991). Mediator behavior and effectiveness in community mediation. In K. Duffy, J. Grosch, & P. Olczak (Eds.), *Community mediation: A handbook for practitioners and researchers*, pp. 119-136. New York: Guilford.
- Carnevale, P. J., Conlon, D. E., Hanisch, K., & Harris, K. (1989). Experimental research on the strategic choice model of mediation. In K. Kressel & D. Pruitt (Eds.), *Mediation research: The process and effectiveness of third party intervention*, pp. 344-367. San Francisco, CA: Jossey-Bass.
- Carnevale, P. J., Harris, K. L., Idaszak, J. R., Henry, R. A., Wittmer, J. M., & Conlon, D. E. (1987). Modeling mediator behavior in experimental games. In R. Tietz, W. Albers & R. Selten (Eds.), Bounded rational behavior in experimental games and markets, pp. 160-169. Berlin: Springer.

**BOOK REVIEWS**

Conlon, D. E. & Moon, H. (2000). Making the decisions one *should* make and the decisions one *wants* to make. *Negotiation Journal*, 16: 253-264.

Conlon, D. E. (1999). Escalation in decision making: The tragedy of Taurus. *Administrative Science Quarterly*, 44: 180-183.

Conlon, D. E. (1990). Getting disputes resolved: Designing systems to cut the costs of conflict. *International Journal of Conflict Management*, 1, 116-118.

**REFEREED NATIONAL PROCEEDINGS PUBLICATIONS**

Ross, W. H., & Conlon, D. E. (1998, August). Arb-Med: A third party procedure with potential. *Proceedings of the 58th Meeting of the Academy of Management*, San Diego, CA.

Conlon, D. E., & Fasolo, P. M. (1990 August). The influence of speed of third party intervention and outcome on negotiator and constituent fairness judgments. *Proceedings of the 50th Annual Meeting of the Academy of Management*, 380-384.

Conlon, D. E., & Porac, J. F. (1986 August). Affective transfer effects in experimental task sequences. *Proceedings of the 46th Annual Meeting of the Academy of Management*, 175-178.

**PUBLISHED TECHNICAL REPORT**

Conlon, D. E. (1988). Mediator behavior and interest: Effects on mediator and disputant perceptions. Available from the National Institute for Dispute Resolution, *Materials for Teaching Dispute Resolution in Law and Graduate Schools*, Washington, D.C. 85 pp.

**CONFERENCE PRESENTATIONS**

- Miles, J., Conlon, D. E., DeRue, D. S., & Morgeson, F. P. (2014, August). The physical environment and action team performance: Evidence from NASCAR pit crews. Presented at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- Sleesman, D. J., & Conlon, D. E. (2014, May). Extending uncertainty management theory: How fairness awareness affects decision-making. Presented at the 29<sup>th</sup> conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Matta, F. K., Koopman, J., Scott, B. & Conlon, D. E. (2014, May). Self-verification and LMX congruence: Does seeing eye-to-eye affect motivation? Presented at the 29<sup>th</sup> conference for the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Dulebohn, J. H., Conlon, D. E., Davison, R. B., Lee, A., & Hoch, J. E. (2013, August). Gender differences in organizational justice evaluations: Evidence from fMRI. Presented at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.
- Jehn, K. A., Conlon, D. E., & Greer, L. L. (2013, July). When can lifestyle differences benefit team effectiveness? The effects of lifestyle diversity, team conflict, and tenure. Presented at the 26<sup>th</sup> Meeting of the International Association for Conflict Management, Tacoma, WA.
- Matta, F., Conlon, D. E., DeRue, D. S., Howe, M. & Wilson, K. S. (2013, July). Dyadic agreeableness and its effects on conflict climates in negotiation. Presented at the 26<sup>th</sup> Meeting of the International Association for Conflict Management, Tacoma, WA.
- Shamsie, J., & Conlon, D. E. (2012, October). Does experience help or hinder performance? A study of Hollywood film producers. Presented at the 32<sup>nd</sup> Annual Meeting of the Strategic Management Society, Prague, Czech Republic.
- Fulmer, I., Conlon, D. E., & Call, M. (2012, October). Managing human capital after it walks out the door: Antecedents and consequences of post-exit relationship maintenance. Presented at the 32<sup>nd</sup> Annual Meeting of the Strategic Management Society, Prague, Czech Republic.
- Conlon, D. E., & Sleesman, D. J. (2012, August). Pay what you want? How fairness concerns influence payment for an ostensibly free good. Presented at the 72<sup>nd</sup> Annual Meeting of the Academy of Management, Boston, MA.
- Shamsie, J., Miller, D., & Conlon, D. E. (2011, November). Cloning success. Use of replication strategies by Hollywood studios. Presented at the 31<sup>st</sup> Meetings of the Strategic Management Society, Miami, FL.

**CONFERENCE PRESENTATIONS (Continued)**

- McNamara, G., Conlon, D. E., Dulebohn, J. H., & Koopman, J. (2011, August). Examining the neural foundations of escalation of commitment. Presented at the 71<sup>st</sup> Annual Meeting of the Academy of Management, San Antonio, TX.
- Mannor, M. J., Shamsie, J., & Conlon, D. E. (2011, August). Bringing experience to resources: Examining the contribution of producers to Hollywood film projects. Presented at the 71<sup>st</sup> Annual Meeting of the Academy of Management, San Antonio, TX.
- Conlon, D. E., & Slesman, D. J. (2011, July). Pay what you want or pay what is fair? How fairness concerns influence payment for an ostensibly free good. Presented at the 18<sup>th</sup> meetings of the International Conference on Advances in Management, Cancun, Mexico.
- Shamsie, J., Conlon, D. E., & Mannor, M. J. (2010, September). Bringing experience to resources: Examining the contribution of producers to Hollywood film projects. Presented at the 30<sup>th</sup> Meetings of the Strategic Management Society, Rome, Italy.
- Conlon, D. E., Morgeson, F. P., Miles, J., & DeRue, D. S. (2010, June). Communication breakdown? The role of pit crew communication climate and pit crew efficiency in predicting NASCAR team performance. Presented at the 5<sup>th</sup> Annual Meeting of the Interdisciplinary Network for Group Research, Washington, DC.
- Conlon, D. E., Dimotakis, N., & Ilies, R. (2009, August). The mind and heart (literally) of the negotiator. Presented at the 69<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.
- Jehn, K. A., Conlon, D. E., & Greer, L. (2009, August). Diversity (in)visibility and task relatedness in work groups: Performance effects over time in punk rock bands. Presented at the 69<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.
- Conlon, D. E. (2009, June). The promise and peril of archival data. Presented at the 16<sup>th</sup> meetings of the International Conference on Advances in Management, Colorado Springs, CO.
- Davison, R.B., Slesman, D.J. & Conlon, D.E. (2008, August). Relationship, pseudo-relationship, or encounter? The effects of service context on justice, anger, and repatronage. Presented at the 68<sup>th</sup> Annual Meeting of the Academy of Management, Anaheim, California.

**CONFERENCE PRESENTATIONS (Continued)**

- Dulebohn, J.H., Conlon, D.E., Sarinopoulos, I., Davison, R.B., & McNamara, G. 2008. The biological bases of unfairness: Neurological evidence for the distinctiveness of procedural and distributive justice. Academy of Management Conference, Anaheim, CA.
- Schwind, K. M., Sin, H. P., & Conlon, D. E. (2008, April). Leader-member exchange and leader outcomes. Presented at the 23<sup>rd</sup> conference for the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Porter, C. O. L. H., DeGrassi, S. W., & Conlon, D. E. (2007, August). The influence of justice history on fairness effects: A test of uncertainty management theory. Presented at the 67<sup>th</sup> Meeting of the Academy of Management, Philadelphia, PA.
- Meyer, C. J., Humphrey, S. E., & Conlon, D. E. (2007, August). What you see is what you get: Antecedents, moderators, and outcomes of justice expectations. Presented at the 67<sup>th</sup> Meeting of the Academy of Management, Philadelphia, PA.
- Schwind, K. M., Willaby, H., Conlon, D. E., & Murnighan, J. K. (2007, April). The genesis and early determinants of artistic careers. Presented at the 22<sup>nd</sup> conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Mishina, Y., Summers, J., Humphrey, S., Conlon, D., & Morgeson, F. (2006, November). What you see and who you are: Effects of visibility and status on change evaluations. Presented at the 26<sup>th</sup> Strategic Management Society Annual International Conference, Vienna, Austria.
- Mishina, Y., Humphrey, S.E., Summers, J.K., Conlon, D., & Morgeson, F. (2006, July). Visibility, status, and external evaluations of organizational change. Presented at the 22<sup>nd</sup> European Group for Organizational Studies Colloquium, Bergen, Norway.
- Willaby, H., Conlon, D. E., Lytle, A. L., & Meyer, C. J. (2006, June). Third party interventions: Implications of cultural context. Presented at the 19<sup>th</sup> meeting of the International Association for Conflict Management, Montreal, Canada.
- Conlon, D. E. & Jehn, K. A. (2005, November). Behind the music: Conflict and performance in punk and new wave rock bands. Presented at the 91<sup>st</sup> conference of the National Communication Association, Boston, MA.
- Nowakowski, J. M., & Conlon, D. E. (2005, August) Reactions to a crisis: Leader explanations and audience responses. Presented at the 65<sup>th</sup> Meeting of the Academy of Management, Honolulu, HI.

**CONFERENCE PRESENTATIONS (Continued)**

Conlon, D. E. (2005, August). Discussant for session on “Justice and negotiation,” presented at the 65<sup>th</sup> Meeting of the Academy of Management, Honolulu, HI.

Conlon, D. E., Tinsley, C. H., Humphrey, S. E., & Ellis, A. E. (2005, June). Structural differences in electronically mediated ultimatum negotiations: How negotiation role and awareness of alternatives influence customer outcomes. Presented at the 18<sup>th</sup> meeting of the International Association for Conflict Management, Seville, Spain.

Moon, H., DeRue, D. S., Willaby, H. W., & Conlon, D. E. (2005, June). It takes two to tango: Understanding the interplay between disputant power and type of negotiation in predicting conflict resolution outcomes. Presented at the 18<sup>th</sup> meeting of the International Association for Conflict Management, Seville, Spain.

Johnson, M. D., Van Dyne, L., & Conlon, D. E. (2005, April). The effects of interpersonal justice and voice on the experiences of cruise ship passengers. Presented at the 20th conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Conlon, D. E., Morgeson, F. P., McNamara, G., Wiseman, R., & Skilton, P. (2004, November). Well isn't that special? Investigating the impact of regular and special issue articles in the field of management. Presented at the 24<sup>th</sup> Meetings of the Strategic Management Society, San Juan, PR.

Conlon, D. E., & Johnson, M. D. (2004, August). Applying organizational justice to captive intensive service settings. Presented at the 64<sup>th</sup> Meeting of the Academy of Management, New Orleans, LA.

Humphrey, S. E., Meyer, C. J., & Conlon, D. E. (2004, August). The impact of disclaimers and customer self-efficacy on reactions to brokered ultimatum games. Presented at the 64<sup>th</sup> Meeting of the Academy of Management, New Orleans, LA.

Conlon, D. E. (2003, August). Moderator and Discussant for All Academy Session “Workplace Democracy: Exploring issues of free speech at work”. Presented at the 63<sup>rd</sup> Meeting of the Academy of Management, Seattle, WA.

Meyer, C. J., & Conlon, D. E. (2003, August). The effects of job delays and job rescissions on organizational attractiveness and justice judgments. Presented at the 63<sup>rd</sup> Meeting of the Academy of Management, Seattle, WA.

**CONFERENCE PRESENTATIONS (Continued)**

- Humphrey, S. E., Ellis, A. P., Conlon, D. E., & Tinsley, C. H. (2003, June). Customer reactions to brokered ultimatums: Integrating negotiation and justice theory. Paper presented at the 16<sup>th</sup> conference of the International Association for Conflict Management, Melbourne, Australia.
- Conlon, D. E. (2003, June). Discussion comments presented at symposium, "Conflict resolution and capitulation to routine: Is there a way out?," presented at the 16<sup>th</sup> conference of the International Association for Conflict Management, Melbourne, Australia.
- Ellis, A. P., Humphrey, S. E., Conlon, D. E., & Tinsley, C. H. (2003, June). Improving customer reactions to brokered ultimatums: An application of justice theory. Paper presented at the 16<sup>th</sup> conference of the International Association for Conflict Management, Melbourne, Australia.
- Meyer, C. J., & Conlon, D. E. (2003, June). The unhiring dilemma: Effects of job delays, job rescissions, and compensation on organizational attractiveness and justice judgments. Paper presented at the 16<sup>th</sup> conference of the International Association for Conflict Management, Melbourne, Australia.
- Nowakowski, J. M., Conlon, D. E., Humphrey, S. E., & Moon, H. (2003, April). Does the completion effect extend to groups? Paper presented at the 18<sup>th</sup> conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Humphrey, S. E., Conlon, D. E., & Tinsley, C. H. (2003, April). Customer reactions to brokered ultimatums: Integrating negotiation and justice. Paper presented at the 18<sup>th</sup> conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Beersma, B., Hollenbeck, J., Humphrey, S., Moon, H., Conlon, D., & Ilgen, D. (2002, August). Cooperation, competition, and team performance: Towards a contingency approach. Paper presented at the 62<sup>nd</sup> Meeting of the Academy of Management, Denver, CO.
- Conlon, D. E. (2002, August). A theoretical integration of goal substitution, midpoints, and decision frames. Presented at symposium, "Looking forward and looking back: 25 years of decision bias research," at the 62<sup>nd</sup> Meeting of the Academy of Management, Denver, CO.
- Conlon, D. E. (2002, June). Can organizational justice theory help inform current models of disputing in law and ADR? Comments presented at symposium, "Effects of legal training and practice on ethics and justice perspectives," presented at the 15<sup>th</sup> conference of the International Association for Conflict Management, Park City, UT.

**CONFERENCE PRESENTATIONS (Continued)**

- Beersma, B., Hollenbeck, J., Humphrey, S., Moon, H., Conlon, D., & Ilgen, D. (2002, June). Which reward structure works best? A new perspective on cooperation and competition in teams. Paper presented at the 15<sup>th</sup> conference of the International Association for Conflict Management, Park City, UT.
- Conlon, D.E., Moon, H., & Ng, K. Y. (2001, August). Putting the cart before the horse: the unexpected benefits of arbitrating before mediating. Paper presented at the 61<sup>st</sup> Meeting of the Academy of Management, Washington, DC.
- Beersma, B., Humphrey, S., Moon, H., Conlon, D., Hollenbeck, J., & Ilgen, D. (June, 2001). The benefits of participation prior to structural change in groups. Paper presented at the 14<sup>th</sup> conference of the International Association for Conflict Management, Paris, France.
- Moon, H., Conlon, D. E., & Humphrey, S. (2001, April). Baby steps: Incremental escalation in individual and group decision making. Paper presented at the 16<sup>th</sup> conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Conlon, D.E., Moon, H., & Ng, K. Y. (2001, April). Comparing outcomes to hybrid forms of dispute resolution procedures. Paper presented at the 16<sup>th</sup> conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Milner, M., Conlon, D. E., Van Dyne, L. (2000, August). The role of distributive and interactional justice in predicting customer outcomes: Evidence from the high seas. Paper presented at the 60<sup>th</sup> Meeting of the Academy of Management, Toronto, Canada.
- McLean Parks, J., Conlon, D. E. & Porter, C. O. (2000, June). Reactions to resource distributions and recoveries: The impact of rules and resources. Paper presented at the 13<sup>th</sup> conference of the International Association for Conflict Management, St. Louis, MO.
- Colquitt, J. A., Conlon, D. E., Wesson, M., Porter, C., and Ng, K. (2000, April). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. Paper presented at the 15<sup>th</sup> conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Moon, H. & Conlon, D. E. (2000, April) John Henry or the machine: Evidence for a person sensitivity bias in evaluations of people and objects. Paper presented at the 15<sup>th</sup> conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

**CONFERENCE PRESENTATIONS (Continued)**

Conlon, D. E., Van Dyne, L., & Milner, M. (1999, August). Cruising for justice: Determinants of distributive and interactional justice in extended service encounters. Paper presented at the 59th Meeting of the Academy of Management, Chicago, IL.

Porter, C. O., Conlon, D. E., & Barber, A. E. (1999, August). The role of salary negotiations in recruitment outcomes. Paper presented at the 59th Meeting of the Academy of Management, Chicago, IL.

Connelley, D. L., & Conlon, D. E. (1999, August). The effects of cross-cutting social identity on negotiation expectations. Paper presented at the 59th Meeting of the Academy of Management, Chicago, IL.

Jehn, K. E. & Conlon, D. E. (1999, June). Stories of the Clash: Diversity, conflict and performance in punk rock bands. Presented at the 12<sup>th</sup> conference of the International Association for Conflict Management, San Sebastian, Spain.

Conlon, D. E. & Hunt, C. S. (1999, June). Feelin' and dealin': The influence of affectively framed outcomes on negotiation. Paper presented at the 12<sup>th</sup> conference of the International Association for Conflict Management, San Sebastian, Spain

Ross, W. H., & Conlon, D. E. (1998, August). Arb-Med: A third party procedure with potential. Paper presented at the 58th Meeting of the Academy of Management, San Diego, CA.

Also published in the Proceedings.

Conlon, D. E., & Shapiro, D. L. (1998, August). Before and after downsizing. Employee questions and employer responses. Presented as part of a symposium, "Kissing the Company Man Goodbye: Research into the Changing Nature of the Employer-Employee Relationship", at the 58th Meeting of the Academy of Management, San Diego, CA.

Conlon, D. E. (1998, June). Building bridges between theory and practice in intraorganizational conflict management. Roundtable discussion presented at the 11<sup>th</sup> Conference of the International Association for Conflict Management, College Park, MD.

Ogden, T., McLean Parks, J. M., & Conlon, D. E., (1998, June). A veil or in a frame: Fairness and harvesting in environmental dilemmas. Paper presented at the 11<sup>th</sup> Conference of the International Association for Conflict Management, College Park, MD.

**CONFERENCE PRESENTATIONS (Continued)**

Weaver, G. R., & Conlon, D. E. (1997, August). Explaining broken promises: Timing, justice effects, and behavioral outcomes. Paper presented at the 57th Meeting of The Academy of Management, Boston, MA.

Conlon, D. E., & Shapiro, D. L. (1997, June). Rumors and downsizing: A call for justice. Paper presented at the Tenth Conference of the International Association for Conflict Management, Bonn, Germany

Conlon, D. E. & Lynch, P. D. (1997, June). The role of contracts and explanations on justice judgments and agent compensation. Paper presented at the Tenth Conference of the International Association for Conflict Management, Bonn, Germany.

Murray, N. M., & Conlon, D. E. (1997, June). The role of company explanations in mitigating consumer unhappiness: A contingency model of explanation efficacy. Paper presented at the Eastern Academy of Management, Dublin, Ireland.

Halpern, J., Boles, T., Conlon, D., DeSouza, E., Gatewood, W., McLean Parks, J., & Murnighan, J. (1996, June). Expectations surrounding the distribution of adventitious outcomes: The impact of race and gender. Presented at the ninth annual meeting of the International Association for Conflict Management, Ithaca, New York.

Conlon, D. & Sullivan, D. (1995, August). Toward an organization-level theory of justice: Testing the relationship between corporate voice and corporate justice. Presented at the 55th meeting of the Academy of Management, Vancouver, Canada.

McLean Parks, J., Conlon, D., Bontempo, R., and Yang, S. (1995, August). Nobody wants to be the grinch: Evidence for variation in reward allocation/recovery rules in the United States and Singapore. Presented at the 55th meeting of the Academy of Management, Vancouver, Canada.

Garland, H., & Conlon, D. E. (1994, August). Too close to quit: An alternative explanation for escalation of commitment effects. Presented at the 54th meeting of the Academy of Management, Dallas, TX.

McLean Parks, J., Boles, T. L., Conlon, D. E., Desouza, E., Gatewood, W., Gibson, K., Halpren, J., Locke, D., Straub, P., Wilson, G., & Murnighan, J. K. (1994, August). The fair distribution of adventitious outcomes. Presented at the 54th meeting of the Academy of Management, Dallas, TX.

**CONFERENCE PRESENTATIONS (Continued)**

- Sawyer, J., Kernan, M., Conlon, D., & Garland, H. (1993, November). The social amplification of risk and the Michelangelo computer virus. Presented at the annual meeting of the Society for Judgment and Decision Making, Washington, D.C.
- Parks, J. M., Bontempo, R., & Conlon, D. E. (1993, June). The relationship between resource category, individualism-collectivism, and allocation rule. Presented at the sixth annual meeting of the International Association for Conflict Management, Brussels, Belgium.
- Conlon, D. E., & Murray, N. M. (1993, June). Organizational responses to customer complaints: Effects on procedural and distributive fairness judgments. Abstract published in the conference proceedings of the sixth annual meeting of the International Association for Conflict Management, Brussels, Belgium.
- Kernan, M. C., & Conlon, D. E. (1993, April). The role of affect and discrepancy information in multiple negotiations. Presented at the Society for Industrial and Organizational Psychology Meetings, San Francisco, CA.
- Conlon, D. E. (1993, March). Negotiation and human resource management. Paper presented at the Wisconsin State Student Conference of the Society for Human Resource Management, LaCrosse, WI.
- Conlon, D. E. (1992, August). Some tests of the group value model of procedural justice. Paper presented at the 52nd meeting of the Academy of Management, Las Vegas, NV.
- Conlon, D. E., & Ross, W. H. (1991, August). Structural alignment and overt support: The influence of third party bias on negotiation. Paper presented at 51st meeting of the Academy of Management, Miami, FL.
- Conlon, D. E., & Ross, W. H. (1991, June). The influence of third party-imposed outcomes and accounts on disputant perceptions of procedural and distributive justice. Paper presented at the fourth meeting of the International Association for Conflict Management, Amsterdam, The Netherlands.
- Murnighan, J. K., & Conlon, D. E. (1991, June). Conflict in intense work groups: A study of British string quartets. Paper presented at the fourth meeting of the International Association for Conflict Management, Amsterdam, The Netherlands.

Received "Best Paper Award" in the Intragroup Conflict Track at the conference.

**CONFERENCE PRESENTATIONS (Continued)**

Conlon, D. E., & Fasolo, P. M. (1990, August). The influence of speed of third party intervention and outcome on negotiator and constituent fairness judgments. Paper presented at the 50th meeting of the Academy of Management, San Francisco, CA.

Received "Best Paper Award" from the Power, Negotiation, and Conflict Management Interest Group of the Academy of Management.

Also published in the Best Papers Proceedings.

Conlon, D. E. & Ross, W. H. (1990, June). The influence of perceived common ground and outcome on negotiator perceptions of fairness. Paper presented at the third meeting of the International Association for Conflict Management, Vancouver, BC.

Carnevale, P. J., & Conlon, D. E. (1990, June). Bias frames in mediation. Paper presented at the third meeting of the International Association for Conflict Management, Vancouver, B.C., Canada.

Conlon, D. E., Carnevale, P. J., & Ross, W. H. (1989, August). The influence of third party power and suggestions on disputant perceptions and behaviors. Paper presented at the 49th meeting of the Academy of Management, Washington, DC.

Conlon, D. E., Carnevale, P. J., & Murnighan, J. K. (1989, June). Third parties with clout: Integrating models of mediation and intravention. Paper presented at second meeting of the International Association of Conflict Management, Athens, GA.

Carnevale, P. J., & Conlon, D. E. (1988, August). The perceived fairness and acceptability of biased mediators. Paper presented at the International Conference on Social Justice and Societal Problems, Leiden, The Netherlands.

Conlon, D. E., & Ross, W. H. (1987, August). Antecedents and consequences of intravention. Paper presented at the Power, Negotiation, and Conflict Management Poster Session at the 47th meeting of the Academy of Management, New Orleans, LA.

Conlon, D. E., Lind, E. A., & Lissak, R. I. (1987, August). Nonlinear and nonmonotonic effects of outcome on procedural and distributive fairness judgments. Paper presented at the 47th meeting of the Academy of Management, New Orleans, LA.

**CONFERENCE PRESENTATIONS (Continued)**

Carnevale, P. J., Harris, K. L., Idaszak, J. R., Henry, R. A., Wittmer, J. M., & Conlon, D. E. (1986, September). Modeling mediator behavior in experimental games. Paper presented at the fourth annual Conference on Experimental Economics, Bielefeld, West Germany.

Carnevale, P. J., & Conlon, D. E. (1986, August). The influence of time pressure on mediator statements and recommendations in a simulated organizational dispute. Paper presented at the 46th meeting of the Academy of Management, Chicago, IL.

Conlon, D. E., & Porac, J. F. (1986, August). Affective transfer effects in experimental task sequences. Paper presented at the 46th meeting of the Academy of Management, Chicago, IL.

Also published in the Best Papers Proceedings.

Conlon, D. E., Porac, J. F., & Whetten, D. A. (1986, April). Conflictor: An example of interactive instruction in behavioral skills. Computer program presented at Academic Information Systems University Advanced Education Projects Conference, San Diego, CA.

Conlon, D. E., & Porac, J. F. (1986, April). Positive and negative affect generation on work activities. Paper presented at the Industrial/Organizational Psychology and Organizational Behavior Graduate Student Convention, Minneapolis, MN.

Ross, W. H., Conlon, D. E., & Lind, E. A. (1985, April). The influence of mediator style and deadline on negotiations. Paper presented at the Midwestern Academy of Management, Champaign, IL.

Lind, E. A., Lissak, R. I., & Conlon, D. E. (1984, May). Decision control and process control effects on procedural fairness judgments. Paper presented at the Midwestern Psychological Association, Chicago, IL.

**INVITED PRESENTATIONS**

Indian School of Business, March 2015

Georgia Institute of Technology, September, 2013

Imperial College, April, 2013

**INVITED PRESENTATIONS (Continued)**

London Business School, April 2013

University of Delaware, March, 2013

University of Melbourne, Melbourne Business School, August, 2012

University of Michigan, Management and Organizations Group, February 2012.

International Conference on Advances in Management, Cancun Mexico, July 2011.

New York University, October, 2009.

University of North Carolina, February, 2009.

University of Illinois, January, 2008.

University of Pennsylvania, Wharton School, October, 2004.

Washington University in St. Louis, September, 2003.

University of Illinois at Urbana-Champaign, March, 2001.

Northwestern University, Kellogg Graduate School of Management, February 2001.

University of Western Ontario, Ivey School of Business Seminar Series, September 2000.

Research on Negotiations in Organizations Conference, Duke University, April 1998.

University of Connecticut, OB/OT Seminar Series, May 1997.

Chapman University, keynote address given at the inauguration of the Fletcher Jones Chair in International Business, October, 1996.

Georgetown University, Connelley Series on Business Ethics, September, 1996.

Carnegie Mellon University, OB/OT Proseminar series, October, 1995.

## **RESEARCH GRANTS AND AWARDS**

**John D. and Dortha J. Withrow Endowed Teacher-Scholar Award**, Michigan State University Broad College of Business, September 2014

**Richard J. Lewis Quality of Excellence Award**, Michigan State University Broad College of Business, September 2013

**Distinguished Scholar Award**, 19<sup>th</sup> Meetings of the International Conference of Advances in Management, Colorado Springs, CO., July 2009.

**President's Award**, International Association for Conflict Management, June, 2001.

**Outstanding Research Award**, College of Business and Economics, University of Delaware, May, 1995.

**Invited participant**, Summer Institute on Negotiation and Dispute Resolution, Center for Advanced Study in the Behavioral Sciences, Stanford, CA., July-August, 1992. Financial support provided by the Andrew W. Mellon Foundation.

**Best Paper Award**, Intragroup Conflict Track, International Association for Conflict Management, Amsterdam, The Netherlands, June, 1991.

**Outstanding Teacher Award**, University of Delaware, Department of Business Administration, May, 1991.

**Distinguished Junior Faculty Research Award**, University of Delaware, Department of Business Administration, October, 1990.

**Top Ranked Paper Award**, Conflict Management interest group of the Academy of Management, San Francisco, CA., August, 1990.

### **Summer Research Grants**

Michigan State University, 2000, 2001, 2004  
University of Delaware, 1989, 1990, 1991.

**Professional Education Research Fellowship**, National Institute for Dispute Resolution, 1988.

**PROFESSIONAL ACTIVITIES AND AFFILIATIONS**

Editorial Board member: *Academy of Management Journal* (1997-2004)  
*Academy of Management Review* (current)  
*Administrative Science Quarterly* (1996-2008)  
*Africa Journal of Management* (current)  
*Journal of Applied Psychology* (current)  
*Journal of Management* (1994-2002; 2005-current)  
*Journal of Organizational Behavior* (current)  
*International Journal of Conflict Management* (current)  
*Negotiation and Conflict Management Research* (current)  
*Organizational Behavior and Human Decision Processes* (current)  
*Oxford Research Reviews, Organizational Behavior* (current)

Ad hoc journal reviewer: *Academy of Management Journal*  
*American Sociological Review*  
*Basic and Applied Social Psychology*  
*Group Decision and Negotiation*  
*Human Resource Management Journal*  
*Industrial Relations*  
*International Journal of Organizational Analysis*  
*Journal of Applied Social Psychology*  
*Journal of Behavioral Decision Making*  
*Journal of Personality and Social Psychology*  
*Law and Society Review*  
*Personnel Psychology*  
*Personality and Social Psychology Bulletin*  
*Thunderbird International Business Review*

Conference Reviewer: Academy of International Business  
 Academy of Management  
 International Association for Conflict Management

Organizational Behavior Track Chair, Conference of the Decision Sciences Institute,  
 Seattle, Washington, November, 2015

**PROFESSIONAL ACTIVITIES AND AFFILIATIONS (Continued)**

Activities within the International Association For Conflict Management (IACM)

Advisory Board, 2006-current.  
President, 2000-2001.  
Member of the Board of Directors, 1993-1994; 1998-1999.  
Member of the IACM 1999 Scientific Committee.  
Program chair, 1997 Meetings, Bonn, Germany.  
Mediation and arbitration track chair, 1990 Meetings, Vancouver.

Activities within the Academy of Management (AOM)

Academy Council Representative, 2002-2004.  
Division and Interest Group Relations (DIGR) Committee member, 2001-2002.

Activities within the Conflict Management Division (CM) of the Academy of Management

Faculty participant, CM doctoral consortium, August 2000; August 2002; August 2008.  
Faculty Participant in CM Preconference Event, "Negotiating Your First Job Offer"  
August, 2007; August, 2011; August, 2012; August 2013.  
Division chair and doctoral consortium coordinator, 1995-1996.  
Program chair, 1994.  
Secretary and newsletter editor, 1991 - 1992.

At-large officer, 1990-1991. Responsible for the preconference program, August, 1991.

Activities within the Organizational Behavior Division (OB) of the Academy of Management

Faculty participant, OB junior faculty workshop, August 2004.  
Faculty participant, OB Division PDW: "Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students" August 2011; August 2012; August 2013.

Conflict Management track chair for the Association for Employment Practices and Principles  
1993 Annual Conference, San Diego, CA, October, 1993.

Placement chairperson, Midwest Academy of Management, Champaign, IL, April, 1985.

## **INDUSTRIAL AND CONSULTING EXPERIENCE**

Adams Outdoor Advertising  
American Life Insurance Company (ALICO)  
Appleton Paper Company  
AT&T Information Systems  
Brogan and Partners Convergence Marketing  
Cascade Engineering  
Chrysler Corporation LLC  
Entertainment Publications.  
Federal Bureau of Investigation - Crime Lab Directors  
General Electric – Marine Division  
Institute For Civil Justice, The RAND Corporation  
International Brotherhood of Electrical Workers  
LG Electronics (Korea)  
MASCO  
MBNA America Bank N. A.  
Michigan State University Federal Credit Union  
Morris, James, Hitchens & Williams, Esquire  
Siemens  
National Association of Collegiate Concessionaires  
State of Michigan, Information Technology Unit  
Steelcase  
Vienna Executive MBA Program

Last revised April 2015