

Liuba Y. Belkin

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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

- Assistant Professor and Axelrod Fellow, Lehigh University** **2007 – Present**
- Instructor/Adjunct Lecturer, Rutgers University** **2004 – 2007**

RESEARCH

Research Focus

My primary research examines emotions at work. Specifically, my scholarly work can be divided into two main streams that explore (1) emotions in the context of communication technology (such as e-mail) in organizations and (2) the role of emotions in trust relationships, ethical decision-making, leadership and managerial practices. Other areas of my academic interest include electronic communication and feedback/appraisal practices, online cooperation and performance, and dynamics of individual and organizational trust relationships.

Publications in Refereed Journals

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

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

Newburry, W., Gardberg, N. and **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. and **Belkin L.Y.** (2005). "Electronic performance appraisals: The effects of e-mail communication on peer ratings in actual and simulated environments", *Organization Behavior and Human Decision Processes*, 98: 216-226.

Book Chapter

Chen, C.C., **Belkin, L.Y.** and 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*, Greenwich, CT: Information Age Publishing: 115-134.

Publications in Best Paper Proceedings

Chen, C.C., **Belkin, L.Y.**, McNamee, R., and 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. and **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*.

Other Academic Work

Belkin, L.Y., Zhao, G., Tolboom, N. and Farris, G. "Nature or Nurture: Can Psychometric Tools Help to Foster Creativity in Organizations?" *research paper for Center for Innovation Management Studies, June 2008*.

Presentations:

Hoover, D. J., Giambatista, R. C. & **Belkin, L.Y.** "An Examination of Vicarious Experiential Learning Across Levels and Tasks" accepted for presentation at the *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.*

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.*

Academic Work in Progress:

Chen, C.C., **Belkin, L.Y.**, McNamee, R., & Kurtzberg, T.R. “In the Eyes of the Follower: Construction of Charisma in Response to Organizational Change” is under review at the *Applied Psychology: An International Review*.

Hoover, D. J., Giambatista, R. C. & **Belkin, L.Y.** “An Examination of Vicarious Experiential Learning Across Levels and Tasks” is under review at the *Academy of Management Learning and Education* journal.

Belkin, L.Y., Kurtzberg, T.R., & Naquin, C.E. “Emotions and Positional Power in Online Context: The Impact of Asymmetry on Perceptions and Performance ” is under review at the *International Journal of Conflict Management*.

Saparito, P., Chen, C.C., & **Belkin, L.Y.** “The role of affect in trust breaks, resilience and reparability” is under preparation for a 2nd submission after R&R at the *Journal of Trust Research*.

Belkin, L.Y. & Chen C.C. “Attribution process during trust violations: The role of affective and cognitive processes” is in its writing stage.

Trust and cooperation in online environment (with Charles Naquin and Terri Kurtzberg) is in its writing stage.

“Individual and company level influences on employee perceptions of power and comfort with women in the workplace – multicultural study” (with William Newburry and Orly Yeheskel) is in its writing stage.

“HR practices and perceptions of fairness: cross-national study” (with Chao C. Chen) is in its writing stage.

“Emotions and ethical decision-making ” (with Charles Naquin and Terry Kurtzberg) is in its writing stage.

“Emotions and intuition – evidence from scientific community” (with Danielle Dunne) in its planning stage.

Teaching Experience:

**Lehigh University (all evaluations are on the 5-point scale):
Spring 2010**

Organizational Dynamics Workshop (undergraduate level) – teaching effectiveness/course effectiveness:

Conflict Management & Negotiations (undergraduate level) - teaching effectiveness/course effectiveness

Fall 2009

Behavioral Skills Workshop (undergraduate level; 2 sections) - teaching effectiveness/course effectiveness: **4.54/4.34 & 4.79/4.76** respectively
Conflict Management & Negotiations (undergraduate level) - teaching effectiveness/course effectiveness: **4.96/5.00**

Spring 2009

Organizational Dynamics Workshop (undergraduate level) – teaching effectiveness/course effectiveness: **4.90/4.95**
Conflict Management & Negotiations (undergraduate level) - teaching effectiveness/course effectiveness: **4.94/4.97**

Fall 2008

Behavioral Skills Workshop (undergraduate level; 2 sections) - teaching effectiveness/course effectiveness: **4.65/4.65 & 4.90/4.87** respectively
Managing People (MBA level – core course) - teaching effectiveness/course effectiveness: **4.52/4.36** respectively

Spring 2008

Organizational Dynamics Workshop (undergraduate level) – teaching effectiveness/course effectiveness: **4.88/4.94** respectively
Managing People (MBA level – core course) - teaching effectiveness/course effectiveness: **4.91/4.91** respectively

Fall 2007

Behavioral Skills Workshop (undergraduate level; 2 sections) – teaching effectiveness/course effectiveness: **4.71/4.71 & 4.73/4.64** respectively
Managing People (MBA level – core course) – teaching effectiveness/course effectiveness: **4.50/4.47** respectively

Rutgers Business School (all evaluations are on the 5-point scale):

Spring 2007

Organizational Behavior (undergraduate level) – teaching effectiveness/course effectiveness: **4.75/4.70** respectively

Fall 2005

Negotiations (MBA level; 2 sections) – teaching effectiveness/course effectiveness: **4.96/4.92 & 4.71/4.64** respectively

Fall 2004

Negotiations (undergraduate level) – teaching effectiveness/course effectiveness: **4.31/4.53** respectively

- Guest lecturer for Negotiations class (MBA level; EMBA level) – Fall 2004 – Spring 2006
- Part-time grading assistant for Negotiations class (MBA level) – Fall 2002 – Spring 2005
- Teaching assistant for Organizational Behavior class – Spring 2003; Spring 2006

Awards and Honors:

- **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, 2010 (1-year term)
- **Axelrod Family Endowed Fellowship (Lehigh University)** – July 1st, 2009 (1-year term)
- **CBE research grant (Lehigh University)** – Fall 2008
- **Axelrod Family Endowed Fellowship (Lehigh University)** – July 1st, 2008 (1-year term)
- **Dissertation Fellowship** (Rutgers Business School) – Fall 2006
- **Dissertation Fellowship** (Rutgers Business School) – Spring-Summer 2005
- **Scholarship award** for a dissertation research – Summer 2006
- **Scholarship award** for a dissertation proposal – Summer 2004
- **Research grant** for projects with Professor Terri Kurtzberg – Summer 2006
- **Research grant** for projects with Professor Terri Kurtzberg – Summer 2005
- **Research grant** for projects with Professor Terri Kurtzberg – Summer 2004
- **Research grant** for projects with Professor Terri Kurtzberg – Summer 2003

Professional Service and Activities

- Junior Faculty Workshop participant, OB division, Academy of Management annual meeting, 2009
- Session Chair, Conflict Management division, Academy of Management annual meeting (Anaheim, CA: 2008)
- Reviewer, Academy of Management Conflict Management Division (2010; 2009; 2008; 2007 annual meetings)
- Reviewer, Academy of Management Organizational Behavior Division (2010; 2009; 2008; 2007; 2006 annual meetings)
- Reviewer, Academy of Management Organizational Communication and Information Systems Division (2009; 2008; 2007; 2006 annual meetings)
- Nominated for the OB doctoral student consortium, Academy of Management annual meeting (Atlanta, GA: 2006).
- Reviewer, International Conference for Emotions and Worklife (EMONET V) (2006 annual meeting)

Ad hoc reviewer

Negotiations and Conflict Management Research (since 2010 – present)

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

Organization Science (since 2007 – present)

Invited Presentations

- Invited panel speaker for Kappa Alpha Theta and Phi Sigma Kappa's bi-annual scholarship award ceremony, March 19, 2009.
- Invited panel speaker for inaugural event of the Lehigh University Chapter of the National Association of Women MBAs (NAWMBA), March 14, 2009.
- 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 Profiles

- “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”, *Negotiations Journal*, April 2006: 22 (2): 113-114.

Professional Affiliations

Member, Academy of Management (Organizational Behavior, Conflict Management, & Organizational Communication and Information Systems divisions)

Member, International Association for Emotions and Worklife (EMONET)

Member, International Association for Conflict Management

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