

## MARY C. KERN

NARENDRA PAUL LOOMBA DEPARTMENT OF MANAGEMENT  
ZICKLIN SCHOOL OF BUSINESS • BARUCH COLLEGE  
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UPDATED JANUARY 2017

### ACADEMIC EMPLOYMENT

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Zicklin School of Business, Baruch College, New York, NY

Associate Professor, Management Department

September 2010 – present

Assistant Professor, Management Department

September 2005 – May 2010

Graduate Center, City University of New York, New York, NY

Associate Professor, Doctoral Faculty in Business

January 2006 – present

Stern School of Business, New York University, New York, NY

Adjunct Associate Professor, Department of Management & Organizations

2015 - present

Visiting Scholar, Department of Management & Organizations

Spring 2008

University of Cologne, Koeln, Germany

New York Summer Program Professor

2016 – present

Faculty of Management, Economics, & Social Sciences

Kellogg School of Management, Northwestern University, Evanston, IL

Lecturer, Management & Organizations

2001 - 2005

### EDUCATION

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Ph.D., Management and Organizations, June 2005, Kellogg School of Management, Northwestern University, Evanston, IL

M.S., Human Resources, 2000, Loyola University, Chicago, IL

B.B.A., Accounting, 1995, University of Notre Dame, Notre Dame, IN

### PUBLICATIONS

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Chugh, D., & Kern, M. (2016). A dynamic and cyclical model of bounded ethicality. *Research in Organizational Behavior*, 36, 85-100.

Chugh, D., & Kern, M. (2016). Ethical learning: Releasing the moral unicorn. In Palmer, D. A., Greenwood, R., & Smith-Crowe, K. (Ed.), *Organizational wrongdoing*. Cambridge: Cambridge University Press.

\**Recipient of the 2014 Abraham J. Briloff Prize in Ethics, Baruch College*

Chugh, D., Kern, M., Zhu, Z., & Lee, S. (2014). Withstanding moral disengagement: Attachment security as an ethical intervention. *Journal of Experimental and Social Psychology*, 51, 88-93.

Kern, M., Lee, S., Aytug, Z., & Brett, J. (2012). Bridging social distance in inter-cultural negotiations: "You" and the bi-cultural negotiator. *International Journal of Conflict Management*, 23(2), 173-191.

\* *Recipient of the 2013 Award for Excellence, Emerald Literati Network*

- Aytug, Z., Rothstein, H. H., Zhou, W., & Kern, M. (2012). Revealed or concealed? Transparency of procedures, decisions, and judgment calls in meta-analyses. *Organizational Research Methods*, 15(1), 103-133.
- Lee, A., Lee, S., & Kern, M. (2011). Viewing time through the lens of the self: The fit effect of self-construal and temporal distance on task perception. *European Journal of Social Psychology*, 41(2), 191-200.
- Kern, M., & Chugh, D. (2009). Bounded ethicality: The perils of loss framing. *Psychological Science*, 20(3), 378-384.
- Swaab, R., Kern, M., Diermeier, D., & Medvec, V. (2009). Who says what to whom? The impact of communication on social exclusion. *Social Cognition*, 27(6), 963-968.
- Diermeier, D., Swaab, R., Kern, M., & Medvec, V. (2008). The micro-dynamics of coalition formation. *Political Research Quarterly*, 61(3), 484-501.
- Loyd, D. L., White, J., & Kern, M. (2008). Duo status: Disentangling the complex interactions of a minority of two. In Mannix, E. & Neale, M. (Eds.), *Research on Managing Groups and Teams* (11<sup>th</sup> edition).
- Brett, J. M., Behfar, K., & Kern, M. (November 2006). Managing Multicultural Teams, *Harvard Business Review*, 84-91.
- This was reprinted in:
- (2016). *HBR's 10 Must Reads on Managing Across Cultures*. Boston, MA: Harvard Business Review Publishing.
- (2016). *Harvard Business Review On Point*. Strategies for global success.
- (2013). *HBR's 10 Must Reads on Teams*. Boston, MA: Harvard Business Review Publishing.
- (2012). In Stahl, G. K., Mendenhall, M. E., & Oddou, G. R. (Ed.), *Readings and cases in international human resource management and organizational behavior* (pp. 289-298). New York, NY: Routledge.
- (2011). *HBR's Building Better Teams*. Boston, MA: Harvard Business Review Publishing.
- (2008). *Harvard Business Review On Point*. Leading high impact teams.
- Behfar, K., Kern, M., & Brett, J. (2006). Managing challenges in multicultural teams. In Mannix, E. & Neale, M. (Eds.), *Research on Managing Groups and Teams* (9<sup>th</sup> edition), 233-262.
- Loyd, D. L., Kern, M., & Thompson, L. (2005). Classroom research: Bridging the ivory divide. *Academy of Management Learning & Education*, 4(1), 8-21.
- Kern, M., Brett, J., & Weingart, L. (2005). Getting the floor: Motive-consistent strategy and individual outcomes in multi-party negotiations. *Group Decision and Negotiation*, 14(1).
- Thompson, L., Kern, M., & Loyd, D. (2003). Research methods of micro organizational behavior. In Sansone, Carol, Morf, Carolyn, and Panter, A. T. (Eds.), *Handbook of Methods in Social Psychology*.
- Kern, M., Langlands, C. L., Stroh, L. K., Northcraft, G., & Neale, M. (2001). *Instructor's Manual for Organizational Behavior: A Management Challenge*. Third Edition. Lawrence Erlbaum.

## RESEARCH UNDER REVIEW

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- Schaerer, M., Swaab, R., Kern, M., Darlow, G. B., & Medvec, V. The illusion of transparency in performance appraisals: How egocentric bias explains mispredictions in delivering negative feedback. Revise and resubmit at *Organizational Behavior and Human Decision Processes*.
- Aytug, Z., Kern, M., & Dilchert, S. Multicultural experience: Development and validation of a multidimensional scale. Submitted to *European Journal of Psychological Assessment*.
- Aytug, Z., Rothstein, H. H., Kern, M., & Zhu, Z. Do we know them when we see them and what to do when we find them? Conflicts of interest in organizational science research. Submitted to *Journal of Business Ethics*.

## RESEARCH IN PROGRESS

- Kern, M., & Chugh, D. Ethical mindset: The influence of mindset on implicit associations.
- Kern, M., & Lewin Loyd, D. Whites as duos in the NBA: The impact on playing time and performance.
- Kern, M. Powerful Illusions: The Roles of Self-concept and Power on the Illusion of Transparency.
- Kern, M., Brett, J., & Weingart, L. Reciprocity: Do we share and share (information) alike in dyads versus groups?
- Lewin Loyd, D., White, J., & Kern, M. Unkind to two of a kind: Stereotyping duos in a workgroup.
- Lewin Loyd, D., & Kern, M. Two (not one) is the loneliest number: Outcomes for female tokens in creative teams.
- Sommer, K., Kern, M., Pesner, E., & Gonzalez, K. Effects of workplace ostracism and attachment anxiety on turnover intentions.

## RESEARCH GRANTS

- Supervisor Aggression: Toxin and Antidote. *Professional Staff Congress – CUNY Research Award*, July 1, 2013- June 30, 2014.
- Social rejection as a precursor to unethical decision-making (with Kristin Sommer). CUNY Collaborative Incentive Research Grant, September 28, 2012-September 27, 2013.
- Rejection and Unethical Decision Making (with Kristin Sommer). *Professional Staff Congress – CUNY Research Award*, July 1, 2012-June 30, 2013.
- The ethical consequences of low and high stakes decisions for hurried decision-makers. *Professional Staff Congress – CUNY Research Award*, July 1, 2009 – June 30, 2010.
- Losses and lies: The influence of framing on ethical decision making. *Professional Staff Congress – CUNY Research Award*, July 1, 2008 – June 30, 2009.
- Anxiously attached negotiators and individual gains in intra- and inter-cultural negotiations (with Sujin Lee, Wendi Adair, and Jeanne Brett), *Dispute Resolution Research Center*, 2008.
- Avoidant attachment of cultural groups and integrative negotiation: The role of negative emotion (with Sujin Lee and Jeanne Brett), *Dispute Resolution Research Center*, 2007.
- The illusion of transparency in negotiation: The mechanism and remedy, *Professional Staff Congress – CUNY Research Award*, 2007.
- The illusion of transparency in negotiation: Culture's consequences on negotiation biases and outcomes, *Professional Staff Congress – CUNY Research Award*, 2006.
- Culture, information sharing, and integrative agreements: The role of secure attachment to native culture (with Sujin Lee and Jeanne Brett), *Dispute Resolution Research Center*, 2006.
- Intercultural differences and conflict resolution strategies: How group members get past their differences to get work done (with Kristin Behfar and Jeanne Brett), *Dispute Resolution Research Center*, 2004.
- The efficiency of multiparty negotiations (with Victoria Medvec and Daniel Diermeier), *Dispute Resolution Research Center*, 2003.
- Reciprocity in dyadic and multi-party negotiations (with Jeanne Brett and Laurie Weingart), *Dispute Resolution Research Center*, 2002.
- A global perspective on competitive norms (with J. Keith Murnighan and Gillian Ku), *Dispute Resolution Research Center*, 2001.

## TEACHING

I have taught in the Full-time and Part-time MBA, Honors undergraduate, Executive MBA, International EMBA, Healthcare MBA, MS Human Resources, MS Industrial/Organizational Psychology, and PhD programs in the U.S., Taiwan, and Singapore. I have designed two courses that we hired field experts to teach: Entrepreneurial Communications: Selling and Negotiating, and Executive Leadership, Communication, and Negotiation. The table below denotes the courses I have taught and the average teaching evaluations for the most recent classes. A full set of teaching evaluations is available upon request. The asterisk (\*) denotes a course that I both designed and proposed to the curriculum committee.

**Baruch College:**

Spring 2017	MGT9600: Negotiation, graduate, fully online*
Fall 2016	MGT4480: Conflict Management Procedures, undergraduate MGT4430: Micro Organizational Behavior, undergraduate
Spring 2016	MGT9300H: Management: A behavioral approach, graduate, honors, 4.80/5.0
Fall 2015	BUS4113H: Advanced Organizational Behavior, undergraduate, honors, 4.47/5.0 MGT9660: Negotiation, graduate, 4.84/5.0
Summer 2015	PSY9786: Teams and groups in organizations, graduate, Taipei
Spring 2015	MGT9661: Negotiation Strategies, executive*
Fall 2014	PSY9786: Teams and groups in organizations, graduate, Singapore BUS4113H: Advanced Organizational Behavior, undergraduate, honors MGT9660: Negotiation, graduate
Spring 2014	MGT9660: Negotiation, graduate MGT9300H: Management: A behavioral approach, graduate, honors PSY9786: Teams and groups in organizations, graduate, Singapore
Fall 2013	MGT9660: Negotiation, graduate PSY9786: Teams and groups in organizations, graduate, Singapore PSY9786: Teams and groups in organizations, graduate, Taipei
Summer 2013	MGT9300H: Management: A behavioral approach, graduate, honors MGT9300: Management: A behavioral approach, graduate
Spring 2013	MGT9660: Negotiation, graduate MGT9661: Negotiation Strategies, executive
Fall 2012	MGT9660: Negotiation, graduate PSY9786: Teams and groups in organizations, graduate, Singapore
Summer 2012	MGT9300: Management: A behavioral approach, graduate
Spring 2012	MGT9661: Negotiation, executive
Fall 2011	MGT9660: Negotiation, graduate
Summer 2011	PSY9786: Teams and groups in organizations, graduate, Singapore PSY9786: Teams and groups in organizations, graduate, Taipei MGT9660: Negotiation, graduate
Spring 2011	MGT9661: Negotiation, executive HCBUS9303: The three faces of negotiation (co-taught with Professors Lipner & Pepper), executive, healthcare MBA*
Fall 2010	MGT9660: Negotiation, graduate PSY9786: Teams and groups in organizations, graduate, Singapore
Spring 2010	PSY9786: Teams and groups in organizations, graduate, Singapore MGT9660: Negotiation, graduate

	MGT9661: Negotiation, executive
	HCBUS9303: The three faces of negotiation, co-taught, graduate, healthcare MBA
Fall 2009	MGT9660: Negotiation, graduate
Spring 2009	MGT9661: Negotiation, executive
	HCBUS9303: The three faces of negotiation, co-taught, executive, healthcare MBA
	BUS9303: The three faces of negotiation, co-taught, graduate*
Fall 2008	MGT9660: Negotiation, graduate
	MGT9660: Negotiation, graduate
Spring 2008	MGT9661: Negotiation, executive
	HCBUS9303: The three faces of negotiation, co-taught, executive, healthcare MBA
	BUS9303: The three faces of negotiation, co-taught, graduate
Fall 2007	MGT9660: Negotiation, graduate
Spring 2007	MGT9661: Negotiation, executive*
	BUS9303: The three faces of negotiation, co-taught, graduate*
Fall 2006	MGT4480: Conflict Management Procedures, undergraduate
	MGT9660: Negotiation, graduate*
Spring 2006	MGT4480: Conflict Management Procedures, undergraduate
	MGT9300: Management: A behavioral approach, graduate
Fall 2005	MGT4480: Conflict Management Procedures, undergraduate
	MGT9300: Management: A behavioral approach, graduate

#### **Graduate Center, CUNY:**

Fall 2010	MGT88000: Seminar on Groups and Teams, PhD
Spring 2007	BUS88900: Negotiation Theory and Research, PhD

#### **New York University:**

Spring 2017	Negotiation and Consensus Building, undergraduate
Fall 2016	Leadership in Organizations, graduate, 6.8/7.00
Summer 2016	Conflict, Collaboration, and Negotiation, graduate, 6.4/7.00
Spring 2015	Negotiation and Consensus Building, undergraduate, 6.4/7.00

#### **University of Cologne:**

Summer 2016	Negotiation Strategies, graduate
Summer 2016	Negotiation, Collaboration, and Conflict, undergraduate

#### **Kellogg School of Management, Northwestern University:**

Summer 2004	MORS470: Negotiation
Spring 2004	MORS470: Negotiation
Summer 2003	MORS470: Negotiation

#### **TEACHING MATERIALS**

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- Dispute Resolution Research Center. (2004). Negotiation, Teamwork, and Decision Making Exercises. Teaching supplements for *Harborco*, *New Recruit*, *SHARC*, *Moms.com*, and *Towers Market*.
- Kern, Mary C. & Medvec, Victoria Husted. *Consulting Fees*. A two party mixed-motive negotiation between a consultant and potential client over the consultant's fees.
- Kern, Mary C., & Kern, Jerome. *Frökez*. A cross-cultural team-on-team negotiation of a potential contract set in the textile industry.

## PROFESSIONAL HONORS

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- Bernard Baruch Presidential Teaching Award, Baruch College, 2016.  
 Lawrence Zicklin Teaching Award, Baruch College, 2016.  
 Abraham J. Briloff Prizes in Ethics for “*Becoming as ethical as we think we are: The ethical learner at work,*” 2014.  
 Award for Excellence, Emerald Literati Network. “*Bridging social distance in inter-cultural negotiations: “you” and the bi-cultural negotiator*” published in *International Journal of Conflict Management* was chosen as an Outstanding Paper Award Winner at the Literati Network Awards for Excellence, 2013.  
 Faculty Service Award, Baruch College Alumni Association, 2012.  
 Academy of Management, Organizational Behavior Division, 2009 Making Connections Award for symposium submission “New directions in ethics research: Disentangling the dynamic processes in ethical decision-making”.  
 Finalist, Best Paper Award 2005, *Academy of Management Learning and Education*.  
 Recipient of Kellogg School of Management Doctoral Student Teaching Award, 2003-2004.  
 Beta Gamma Sigma National Honors Society, Loyola University-Chicago, 2000.

## INSTITUTIONAL ACTIVITIES

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### **Departmental:**

- Deputy Chair of Academics, Department of Management, 2015 – present.  
 Zicklin Graduate Curriculum Committee, 2016 – present.  
 Management Department Executive Committee, 2008 – 2011 and 2014 – present.  
 Management Department Faculty Recruiting Committee, 2012 - 2013.  
 Negotiation refresher seminar. Initiated, designed, and taught a refresher seminar for alumni and former students, February 2010 and June 2012.  
 Developer and Manager, Management Department Participant Pool, August 2008 - August 2011.  
 Management Department Election Committee, May 2007 - 2009.  
 MBA/MS Open House, Representative, 2006 - 2009.  
 Subject-matter expert in development of proprietary software, Kognito, 2007 - 2008.  
 Wrote case and led discussion on ethics in negotiation, Ethics Immersion Experience Seminar, September 2006.

### **School:**

- Zicklin Steering Committee for the Executive Doctorate in Business, 2015 - 2016.  
 Zicklin Undergraduate Honors Program Admissions Committee, October 2014 - present.  
 Full-time MBA Admissions Committee, 2013 - 2014.  
 Instructor, Team performance seminar, Honors MBA Orientation, August 2008, 2009, and 2011.  
 Faculty Summer Seminar, June 2011 - August 2011.  
 Representative, Weissman School of Arts & Sciences, September 2008 - August 2011.  
 Search Committee for Graduate Career Management Center Director, 2009.  
 Instructor, Conflict management seminar, Honors MBA Orientation, August 2007.  
 Career Week Management Panel, Moderator, September 2006.  
 Led discussion of case analysis, Honors MBA Orientation, August 2006.  
 Zicklin Women in Business Roundtable on Negotiation, Speaker, March 2006.

**College:**

Baruch Enrollment Management Committee, October 2014 - present.  
Baruch College Honors Program - Free Thinking Lunch Speaker, September 2012.  
Freshman text committee, October 2007 - May 2008.  
Ad hoc committee on culture and diversity, September 2007 - May 2008.  
Led discussion of negotiation strategies, Merrill Lynch Young Business Leaders Program, July 2007.  
*The Graduate Voice*, Wrote "Negotiating your future", May 2007.  
Led discussion of negotiation strategies, College for a Day, May 2006.

**Graduate Center:**

Management specialization comprehensive exam committee, 2014 - present.  
PhD Program Coordinator, Specialization in Management, September 2010 - June 2014.  
Women in Science, Panelist, September 22, 2011.  
Executive Committee, Doctoral Program in Business, September 2009 - August 2010.  
Deputy Executive Officer, Doctoral Program in Business, January 2010 - May 2010.  
Deputy Executive Officer, Doctoral Program in Business, January 2008 - May 2008.

*Dissertation Chair:*

Louis Lipani, Management, 2013 - present.  
Tuvana Rua, Management, 2010 – 2013.  
Zeynep Aytug, Management, 2010 – 2013.

*Dissertation Committee:*

Chad Parson, Psychology, 2016.  
Lauren Kane, Psychology, 2014.  
Daniel Benkendorf, Psychology, 2012.  
Rita VanFossen, Management, 2006 - 2010.  
Kate McPadden, Management, 2006 - 2008.

*Masters Thesis Committee:*

Elliott Larson, Psychology, 2011 - 2013.  
Justina Froelich, Psychology, 2012.

PROFESSIONAL ACTIVITIES

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Associate Editor, *International Journal of Conflict Management*, 2014-present  
Representative-at-large, Academy of Management, Conflict Management Division, 2014-2016  
Member, Academy of Management, 2001-present  
Member, International Association for Conflict Management, 2001-present

Ad hoc reviewer:

*Cognition*  
*Group Decision and Negotiation*  
*Group Dynamics: Theory, Research, and Practice*  
*Organizational Behavior and Human Decision Processes*  
*Organization Science*

## PROFESSIONAL MEMBERSHIPS

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Academy of Management  
International Association for Conflict Management

## PROFESSIONAL EXPERIENCE

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- Deloitte & Touche, *College Recruiter*, Chicago, IL 1996-1999
- Developed and implemented recruitment strategies with senior management.
  - Hired 100+ students annually in auditing, tax, and information and business consulting functions.
  - Designed and managed summer and winter internship programs and minority internship program.
- Deloitte Touche Tohmatsu, *Global Internship Manager*, New York, NY 1998
- Designed and piloted the Global Internship Program.
  - Researched, assessed, and coordinated recruiting strategies of seven national practices.
  - Benchmarked competitive programs in areas of global recruitment and development.
- Deloitte & Touche, *Senior Associate*, Chicago, IL 1995-1996
- Served multi-national and SEC clients
  - Passed the CPA exam, May 1995

## REPRESENTATIVE CONSULTING CLIENTS

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American Express	KPMG
Dow Jones	Merck KGaA
Environmental Defense Fund	Mercy Home
Ernst & Young	Municipal Credit Union of New York
Illinois Agricultural Leadership Institute	National Association of Broadcasters
Kaufman, Dolowich & Voluck	New York City Citywide Administrative Services
	UJA-Federation of New York

References are available upon request.