

**CURRICULUM VITAE****VIOLET T. HO**

Email: vho@richmond.edu

(May 2019)

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**EMPLOYMENT HISTORY**

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- 2019-present : Professor, Robins School of Business, University of Richmond
- 2009-2019 : Associate Professor (tenured 2015), Robins School of Business, University of Richmond
- 2006-2009 : Associate Professor (tenured 2008), Nanyang Business School, Nanyang Technological University, Singapore
- 2002-2006 : Assistant Professor, Nanyang Business School, Nanyang Technological University, Singapore
- 1996-2002 : Senior Tutor, Nanyang Business School, Nanyang Technological University, Singapore
- 1995-1996 : Staff Accountant, Arthur Andersen

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**EDUCATION**

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- 2002: Doctor of Philosophy (Industrial Administration – Organizational Behavior), Carnegie Mellon University
- 1999: Master of Science (Industrial Administration – Organizational Behavior), Carnegie Mellon University
- 1995: Bachelor of Accountancy (First class honors), Nanyang Technological University, Singapore

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**RESEARCH BACKGROUND**

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***Primary Research Interests***

Work passion; employment and interpersonal relationships; social networks

*Journal Articles (\* indicates equal authorship)*

1. Kong, D. T., Ho, V. T., & Garg, S. Employee and coworker idiosyncratic deals: Implications for emotional exhaustion and deviant behaviors. Accepted for publication at the *Journal of Business Ethics*.
2. Astakhova, M. N.\*, & Ho, V. T.\* (2018). Chameleonic obsessive job passion: Demystifying the relationships between obsessive job passion and in-role and extra-role performance. *European Journal of Work and Organizational Psychology, 27*, 362-374. doi: 10.1080/1359432X.2018.1453810
3. de Mol, E., Ho, V. T., & Pollack, J. M. (2018). Predicting burnout among entrepreneurs through a moderated mediated model of job fit. *Journal of Small Business Management, 56*, 392-411. doi: 10.1111/jsbm.12275
4. Ho, V. T.\*, & Astakhova, M. N.\* (2018). Disentangling passion and engagement: An examination of how and when passionate employees become engaged ones. *Human Relations, 71*, 973-1000. doi: 10.1177/0018726717731505
5. Ho, V. T., Kong, D. T., Lee, C. H., Dubreuil, P., & Forest, J. (2018). Promoting harmonious work passion among unmotivated employees: A two-nation investigation of the compensatory function of cooperative psychological climate. *Journal of Vocational Behavior, 106*, 112-125. doi: 10.1016/j.jvb.2018.01.005
6. Kong, D. T., & Ho, V. T. (2018). The performance implication of obsessive work passion: Unpacking the moderating and mediating mechanisms from a conservation-of-resources perspective. *European Journal of Work and Organizational Psychology, 27*, 269-279. doi: 10.1080/1359432X.2018.1440211
7. Gupta, N.\*, Ho, V. T.\*, Pollack, J. M., & Lai, L. (2016). A multilevel perspective of interpersonal trust: Individual, dyadic, and cross-level predictors of performance. *Journal of Organizational Behavior, 37*, 1271-1292. doi: 10.1002/job.2104
8. Ho, V. T. \*, & Tekleab, A.\* (2016). A model of idiosyncratic deal-making and attitudinal outcomes. *Journal of Managerial Psychology, 31*, 642-656. doi: 10.1108/JMP-12-2014-0369
9. Kong, D. T.\*, & Ho, V. T.\* (2016). A self-determination perspective of strengths use at work: Examining its determinant and performance implications. *Journal of Positive Psychology, 11*, 15-25. doi: 10.1080/17439760.2015.1004555
10. Ho, V. T.\*, & Kong, D. T.\* (2015). Exploring the signaling function of idiosyncratic deals and their interaction. *Organizational Behavior and Human Decision Processes, 131*, 149-161. doi: 10.1016/j.obhdp.2015.08.002
11. Ho, V. T. (2014). Coworker mistreatment in a Singaporean Chinese firm: The roles of third-party embeddedness and network closure. *Management and Organization Review, 10*, 109-134. doi: 10.1111/more.12031

12. Ho, V. T., & Gupta, N. (2014). Retaliating against customer interpersonal injustice in a Singaporean context: Moderating roles of self-efficacy and social support. *Applied Psychology: An International Review*, 63, 383-410. doi: 10.1111/j.1464-0597.2012.00529.x
13. Ho, V. T., & Pollack, J. M. (2014). Passion isn't always a good thing: Examining entrepreneurs' network centrality and financial performance with a dualistic model of passion. *Journal of Management Studies*, 51, 433-459. doi: 10.1111/joms.12062
14. Ho, V. T. (2012). Interpersonal counterproductive work behaviors: Distinguishing between person-focused versus task-focused behaviors and their antecedents. *Journal of Business and Psychology*, 27, 467-482. doi: 10.1007/s10869-012-9256-7
15. Ho, V. T., & Gupta, N. (2012). Testing an empathy model of guest-directed citizenship and counterproductive behaviors in the hospitality industry: Findings from three hotels. *Journal of Occupational and Organizational Psychology*, 85, 433-453. doi: 10.1111/j.1464-0597.2012.00529.x
16. Ho, V. T., Wong, S., & Lee, C. H. (2011). A tale of passion: Linking job passion and cognitive engagement to employee work performance. *Journal of Management Studies*, 48, 26-47. doi: 10.1111/j.1467-6486.2009.00878.x
17. Ho, V. T., & Wong, S. (2009). Knowing who knows what and who knows whom: Expertise recognition, network recognition, and individual work performance. *Journal of Occupational and Organizational Psychology*, 82, 147-158. doi: 10.1348/096317908X298585
18. Wong, S., Ho, V. T., & Lee, C. H. (2008). A power perspective to interunit knowledge transfer: Linking knowledge attributes to unit power and the transfer of knowledge. *Journal of Management*, 34, 127-150. doi: 10.1177/0149206307308912
19. Ho, V. T., Rousseau, D. M., & Levesque, L. L. (2006). Social networks and the psychological contract: Structural holes, cohesive ties, and beliefs regarding employer obligations. *Human Relations*, 59, 459-481. doi: 10.1177/0018726706065370
20. Rousseau, D. M., Ho, V. T., & Greenberg, J. (2006). I-deals: Idiosyncratic terms in employment relationships. *Academy of Management Review*, 31, 977-994. doi: 10.5465/AMR.2006.22527470
21. Ho, V. T. (2005). Social influence on evaluations of psychological contract fulfillment. *Academy of Management Review*, 30, 113-128. doi: 10.5465/AMR.2005.15281438
22. Ho, V. T., & Levesque, L. L. (2005). With a little help from my friends (and substitutes): Social referents and influence in psychological contract fulfillment. *Organization Science*, 16, 275-289. doi: 10.1287/orsc.1050.0121
23. Ho, V. T., Weingart, L. R., & Rousseau, D. M. (2004). Responses to broken promises: Does personality matter? *Journal of Vocational Behavior*, 65, 276-293. doi: 10.1016/j.jvb.2003.08.001
24. Levesque, L. L., Rousseau, D. M., & Ho, V. T. (2004). Changing our destination or the route? Lessons from an evolving relationship with a new firm. *Action Research*, 2, 254-276. doi: 10.1177/1476750304045939

25. Ho, V. T., Ang, S., & Straub, D. (2003). When subordinates become IT contractors: Persistent managerial expectations in IT outsourcing. *Information Systems Research*, 14, 66-86. doi: 10.1287/isre.14.1.66.14764

### **Book Chapters**

1. Ho, V. T., & Astakhova, M. N. (in press). The bright, dark, and unlit sides of work passion: Predicting work performance and attitudes. In R. J. Vallerand and N. Houliort (Eds.), *Passion for Work*. Oxford University Press.
2. Ho, V. T. (2017). Passion at work. In S. G. Rogelberg (Ed.), *The SAGE Encyclopedia of Industrial and Organizational Psychology* (2<sup>nd</sup> ed.). Thousand Oaks, CA: Sage.
3. McEvily, B., Weber, R. A., Bicchieri, C., & Ho, V. T. (2006). Can groups be trusted? An experimental study of trust in collective entities. In R. Bachmann & A. Zaheer (Eds.) *Handbook of Trust Research*: 52-67. United Kingdom: Edward Elgar Publishing.
4. Ho, V. T., Ang, S., & Straub, D. (2006). When subordinates become IT contractors: Persistent managerial expectations in IT outsourcing. In R. Hirschheim, A. Heinzl, & J. Dibbern (Eds.) *Information Systems Outsourcing* (2<sup>nd</sup> ed.): 443-477. Germany: Springer.
5. Greenberg, J., Roberge, M., Ho, V. T., & Rousseau, D. M. (2004). Fairness in idiosyncratic work arrangements: Justice as an i-deal. In J. Martocchio (Ed.) *Research in Personnel and Human Resources Management*, Vol. 23: 1-34. San Francisco: Jossey-Bass.
6. Rousseau, D. M., & Ho, V. T. (2000). Psychological contract issues in compensation. In S. L. Rynes and B. Gerhart (Eds.) *Compensation in Organizations: Current Research and Practice*: 273-310. San Francisco: Jossey-Bass.

### **Conference Proceedings**

1. Ho, V. T., Whitaker, J. W., Mithas, S., & Roy, P. (June 2013). Success is more than a resumé: The role of social and psychological capital in compensation for offshore BPO professionals. *Proceedings of the 2013 Annual Conference on Computers and People Research*, Special Interest Group of the ACM on Management Information Systems.
  - **Winner of the Magid Igbaria Outstanding Conference Paper of the Year Award**
2. Ho, V. T., Whitaker, J. W., Mithas, S., & Roy, P. (December 2012). It's what's inside that counts: The role of social and psychological capital in compensation for offshore BPO professionals. *Proceedings of the 33<sup>rd</sup> International Conference on Information Systems*, Association for Information Systems.
  - **Nominee for Best Paper Award** (14 papers out of 1200 submissions were nominated)
3. Ho, V. T. (August 2008). The roles of instrumental and affective relationships in predicting helping and hindrance behaviors. In George T. Solomon (Ed.), *Best Paper Proceedings of the 66<sup>th</sup> Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643.

### *Conference Presentations*

1. Astakhova, M. N., & Ho, V. T. (August 2017). Examining fit configurations that predict work attitudes in China, Japan, and the United States. Presented at the Annual Meeting of the Academy of Management, Atlanta, GA.
2. Astakhova, M. N., & Ho, V. T. (August 2017). From job passion to work engagement: The mediating role of fit and the moderating role of trust. Presented at the Annual Meeting of the Academy of Management, Atlanta, GA.
3. Kong, D. T., Ho, V. T., & Garg, S. (August 2016). I-deal implications for employee and coworker task performance. Presented at the Annual Meeting of the Academy of Management, Anaheim, CA.
4. Ho, V. T., Kong, D. T., Lee, C. H., Dubreuil, P., & Forest, J. (June 2016). Harmonious work passion as a function of motivation and psychological climate. Presented at the International Association for Chinese Management Research Hangzhou conference.
5. Kong, T. D., Ho, V. T., & Lee, C. H. (October 2014). Strengths use, controlling supervision, and job outcomes across cultures. Presented at the 16<sup>th</sup> Annual International Leadership Association Global Conference, USA.
  - **Awarded the “Most Publishable Paper” by the International Leadership Association’s Leadership Scholarship Member Interest Group**
6. Ho, V. T., & Tekleab, A. (August 2013). "Ask and ye shall receive": A model of ex-ante and ex-post idiosyncratic deal-making and outcomes. Presented at the Annual Meeting of the Academy of Management, Lake Buena Vista, FL.
7. Gupta, N., Ho, V. T., Pollack, J. M., & Lai, L. (August 2013). A multilevel perspective of trust and performance in professional networking groups: Examining individual, group, and dyadic level trust predictors. Presented at the Annual Meeting of the Academy of Management, Lake Buena Vista, FL.
8. de Mol, E., Ho, V. T., & Pollack, J. M. (August 2013). Predicting burnout among entrepreneurs through a moderated mediated model of job fit. Presented at the Annual Meeting of the Academy of Management, Lake Buena Vista, FL.
9. Ho, V. T., Whitaker, J. W., & Mithas, S. (June 2013). Success is more than a resumé: The role of social and psychological capital in compensation for offshore BPO professionals. Presented at the 2013 Annual Conference on Computers and People Research, Special Interest Group of the ACM on Management Information Systems.
10. Ho, V. T., Whitaker, J. W., Mithas, S., & Roy, P. (December 2012). It's what's inside that counts: The role of social and psychological capital in compensation for offshore BPO professionals. Presented at the International Conference on Information Systems, Association for Information Systems.

11. Ho, V. T., & Pollack, J. M. (August 2012). Passion isn't always good: Examining entrepreneurs' passion, networking behaviors and performance. Presented at the Annual Meeting of the Academy of Management, Boston, MA.
12. Ho, V. T., Whitaker, J. W., & Mithas, S. (November 2011). Success requires more than a résumé: The role of social and psychological capital in compensation for offshore BPO professionals. Presented at the INFORMS Annual Meeting, USA.
13. Ho, V. T., & Gupta, N. (August 2011). Testing an empathy model of guest-directed citizenship and counterproductive behaviors in the hospitality industry: Findings from three hotels. Presented at the Annual Meeting of the Academy of Management, San Antonio, TX.
14. Ho, V. T. (August 2008). The roles of instrumental and affective relationships in predicting helping and hindrance behaviors. Presented at the Annual Meeting of the Academy of Management, Anaheim, CA.
15. Wong, S., Ho, V. T., & Lee, C. H. (December 2006). Power attributes of knowledge and their relationships to interunit knowledge transfer: Findings from two firms. Presented at the Annual Meeting of the Asia Academy of Management, Japan.
16. Levesque, L. L., Rousseau, D. M., & Ho, V. T. (May 2006). Creative collaborating at Lintell Scientific. Presented at the CASE Association Conference, USA.
17. Ho, V. T. (August 2003). Evaluations of psychological contract fulfillment: A social networks perspective. Presented at the Annual Meeting of the Academy of Management, Seattle, WA. *Awarded the Best Paper Based on a Dissertation from the Organizational Behavior Division; Finalist for the Academy-wide William H. Newman Award.*
18. Ho, V. T., Levesque, L. L., & Rousseau, D. M. (August 2002). Filling in the blanks: How social networks shape psychological contracts. Presented at the Annual Meeting of the Academy of Management, Denver, CO.
19. Ho, V. T., Weingart, L. R., & Rousseau, D. M. (August 2000). Responses to psychological contract breach: Does personality matter? Presented at the Annual Meeting of the Academy of Management, Toronto, Ontario, Canada.
20. Ho, V. T. (August 1999). Psychological contract breach: Multiple bases of comparison. Presented at the Annual Meeting of the Academy of Management, Chicago, IL.
21. Ho, V. T., & Ang, S. (August 1998). When employees become contract labor: Persistent expectations of the principal in an outsourcing context. Presented at the Annual Meeting of the Academy of Management, San Diego, CA.

#### ***Invited Research Presentations***

1. Ho, V. T. (May 13, 2016). Passion at work: Illuminating the light and dark sides. Presented at the Robins School of Business Executive Advisory Council meeting, University of Richmond.

2. Ho, V. T. (April 8, 2016). Employee passion: The good, the bad (and the ugly?). Presented at the Visible Scholar program, Boatwright Library, University of Richmond.
3. Ho, V. T. (November 2014). The medium is the message: Exploring the engagement potential of financial idiosyncratic deals and their implications for citizenship behaviors. Presented at the Robins School of Business Research Luncheon series, University of Richmond.

### ***Case Study***

1. Levesque, L. L., Rousseau, D. M., & Ho, V. T. (2008). Creative collaboration at Lintell Scientific. *The CASE Journal*, 5: 1-10.

### ***Online Publications and Media Mentions***

1. de Mol, E., Pollack, J. M., & Ho, V. T. (2018, April 4). What makes entrepreneurs burn out. *Harvard Business Review*. Retrieved from <https://hbr.org/2018/04/what-makes-entrepreneurs-burn-out>
2. Palmer, K. (2014, April 3). The price of passion in entrepreneurship. *U.S. News and World Report*. Retrieved from <https://money.usnews.com/money/blogs/alpha-consumer/2014/04/03/the-price-of-passion-in-entrepreneurship>
3. Palmer, K. (2014, April 3). The price of passion in entrepreneurship. *Yahoo! Finance*. Retrieved from <https://finance.yahoo.com/news/price-passion-entrepreneurship-134800865.html>

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## **TEACHING BACKGROUND**

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### ***Teaching Interests***

Organizational Behavior, Management, Cross-Cultural Management

### ***Courses Taught***

#### **University of Richmond (5 sections per year)**

- Undergraduate: Organizational Behavior; Cross-Cultural Management
- MBA: Organizational Behavior; Cross-Cultural Management
- Executive Education: Decision-Making in Teams; Negotiations

#### **Nanyang Technological University (2 sections per year)**

- Undergraduate: Organizational Behavior; Human Resource Research; Research and Statistical Methods

#### **Carnegie Mellon University**

- Undergraduate: Organizational Behavior

***Other Teaching-Related Services***

- Faculty advisor, MBA independent study, University of Richmond
  - Managing Employee Passion
- Faculty advisor, MBA Capstone projects, University of Richmond
  - Astyra Corporation
  - Backpacks of Love
  - Relationship Foundation of Virginia
  - Supervalu Inc.
  - University of Richmond Executive Education program
- Academic advisor, undergraduate program, University of Richmond
- Committee member (Huang Ziyang, Ph.D. candidate), Nanyang Technological University
- Committee member (Wu Lan, M.Bus. candidate), Nanyang Technological University
- Summer paper reader (Guillermo Dabos, Ph.D. candidate), Carnegie Mellon University
- Supervisor, Applied Research Project (undergraduate course), Nanyang Technological University

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**PROFESSIONAL ACTIVITIES**


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***Service to University, School, and Department*****University of Richmond**

- Institutional Review Board (2016-present)
- Chair, Richmond Scholars Steering Committee (2018-2019)
- Robins School of Business Dean Search Committee (2018-2019)
- Program for Academic Leadership (2018-2019)
- University Academic Program Committee (2018-2021)
- Richmond Scholars Selection Committee (2018)
- Richmond Scholars Steering Committee (2016-2019)
- Faculty Senate Dean Review Panel (Dean of School of Professional and Continuing Studies) (2018)
- Faculty Senate Dean Review Panel (Dean of Jepson School of Leadership Studies) (2018)
- Faculty Senate Dean Review Panel (Dean of T. C. Williams School of Law) (2017)
- Provost Search Committee (2016-2017)
- Program for the Enhancement of Teaching Effectiveness (2013-2016)
- Student Affairs Committee (2011-2014)
- Cultural Affairs Committee (2009-2010)

**Robins School of Business**

- Chair, Research Committee (2017-2018; 2018-2019)
- Research Committee (2015-2021)
- Enrollment Appeals Committee (2015-2016)
- Teaching Evaluation Task Force (2013-2014)
- International Business Committee (2010-2016)
- Assessment and Accreditation Committee (2009-2010; 2013-2017)
- Student organization advisor - Women in Business (2011-2013)
- Judge, Business Pitch Competition (2012, 2013)
- Judge, McWick Case Competition (2011, 2017, 2018, 2019)



**Management Department**

- Faculty Search Committee (Entrepreneurship and Strategy position) (2017-2018)
- Chair, Faculty Search Committee (Organizational Behavior position) (2014-2015)
- Faculty Search Committee (Information Systems position) (2012-2013)
- Diversity Advocate, Faculty Search Committee (Business Ethics position) (2010-2011)
- Faculty speaker and department representative, R-Business program (2016, 2017)

**Nanyang Technological University**

- Coordinator and committee member, Nanyang Research Project (2007-2009)

**Nanyang Business School**

- Ph.D. program coordinator, Division of Strategy, Management and Organization (2008)
- Committee member, Faculty Reappointment Committee, Division of Strategy, Management and Organization (2008)
- Committee member, Faculty Candidate Review Committee (Management and OB), Division of Strategy, Management and Organization (2005-2006)
- Committee member, Journals Review Committee (Management and OB), Division of Strategy, Management and Organization (2006)

***Service to the Profession*****Journal Editorship**

- *Journal of Organizational Behavior*, Associate Editor, 2015 – present
  - Chair, 2016 Best Paper Award committee
- *Journal of Asia Business Studies*, Senior Editor, 2009 – 2011
- *Journal of Asia Business Studies*, Area Editor in Organizational Behavior & Human Resources, 2007 – 2009

**Editorial Board Membership**

- *Academy of Management Discoveries*, 2013 – present
- *Journal of Business and Psychology*, 2014 – present
- *Journal of Organizational Behavior*, 2006 – 2014
- *Organizational Behavior and Human Decision Processes*, 2013 – 2016

**Conference Chair/Discussant**

- Chair and discussant, paper session on “Effects of Being Treated Differently: Idiosyncratic Deals, Differentiated HR, and Designated Stars,” Annual Meeting of the Academy of Management, 2017, Atlanta, GA.
- Panelist, PDW on “Mentoring Graduate Students: Tips, Best Practices, and Life-Changing Stories from the Experts,” Annual Meeting of the Academy of Management, 2017, Atlanta, GA.
- Discussant, symposium on “Offers and Requests of Idiosyncratic Deals (I-deals): A Necessary Evil for the Rest?” European Association of Work and Organizational Psychology Congress, 2017, Dublin, Ireland.

- Discussant, symposium on “Exploring the Boundaries of Psychological Contract Research,” European Association of Work and Organizational Psychology Congress, 2017, Dublin, Ireland.
- Discussant, paper session on “Idiosyncratic Deals,” Annual Meeting of the Academy of Management, 2008, Anaheim, CA.

#### **External Reviewer - Grant Proposals**

- Hong Kong Research Grants Council, 2014 – 2016

#### **External Reviewer - Promotion and Tenure Candidates**

- Nanyang Technological University, Singapore (Nanyang Business School)
- Rochester Institute of Technology (Saunders College of Business)
- University of Texas at Tyler (College of Business and Technology)

#### **Ad-hoc Reviewer for Journals** (selected list)

- *Academy of Management Journal*
- *Academy of Management Review*
- *Applied Psychology: An International Review*
- *Group and Organization Management*
- *Human Relations*
- *Human Resource Management*
- *Journal of Management Studies*
- *Journal of Occupational and Organizational Psychology*
- *Management and Organization Review*
- *Organization Science*

#### **Organizational Consulting** (selected list)

- Great Eastern Life Assurance
- Panasonic Industrial Asia
- Seagate Research

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## **AWARDS, RECOGNITION, AND GRANTS**

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### *Awards and Recognition*

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| 2018 | Best Paper Awards, Robins School of Business, University of Richmond (for “Disentangling passion and engagement: An examination of how and when passionate employees become engaged ones” in <i>Human Relations</i> ; and “Promoting harmonious work passion among unmotivated employees: A two-nation investigation of the compensatory function of cooperative psychological climate” in <i>Journal of Vocational Behavior</i> ) |
| 2017 | Westhampton College Mentor, University of Richmond   |
| 2016 | Best Paper Awards, Robins School of Business, University of Richmond (for “Exploring the signaling function of idiosyncratic deals and their interaction” in <i>Organizational Behavior and Human Decision Processes</i> ; and “A multilevel perspective of interpersonal  |

trust: Individual, dyadic, and cross-level predictors of performance" in *Journal of Organizational Behavior*)

- 2014 Outstanding Scholarship Award, Robins School of Business, University of Richmond
- 2014 Outstanding Reviewer Award, *Academy of Management Discoveries*
- 2014 Most Publishable Paper Award (with Tony Kong and Chay Hoon Lee), 2014 International Leadership Association's Leadership Scholarship Member Interest Group
- 2013 Magid Igbaria Outstanding Conference Paper of the Year Award (with Jonathan Whitaker, Sunil Mithas, and Prasanto Roy), 2013 Annual Conference on Computers and People Research, Special Interest Group of the ACM on Management Information Systems
- 2011 Toast UR Professor Award, University of Richmond
- 2009 Outstanding Reviewer Award, Organizational Behavior Division, Academy of Management
- 2006 Mentored Case Award and First Time Submission Award (with Laurie L. Levesque and Denise M. Rousseau), Eastern Academy of Management
- 2006 Researcher of the Division Award, Division of Strategy, Management and Organization, Nanyang Business School, Nanyang Technological University
- 2005 Researcher of the Division Award, Division of Strategy, Management and Organization, Nanyang Business School, Nanyang Technological University
- 2003 Best Paper Based on a Dissertation Award, Organizational Behavior Division, Academy of Management
- 2003 Finalist, William H. Newman Award, Academy of Management
- 2001-2002 William Larimer Mellon Fellowship, Carnegie Mellon University
- 1997-2002 Senior Tutor Scholarship, Nanyang Technological University

### **Grants**

- 2018 Competitive summer research grant, sponsored by Robins School of Business, University of Richmond
- 2017 Competitive summer research grant, sponsored by Robins School of Business, University of Richmond
- 2016 Competitive summer research grant, sponsored by Robins School of Business, University of Richmond

- 2015 Competitive summer research grant, sponsored by Robins School of Business, University of Richmond
- 2015 Community inclusive fund, sponsored by Office of Common Ground, University of Richmond, US\$600
- 2014 Competitive summer research grant, sponsored by Robins School of Business, University of Richmond
- 2014 Community inclusive fund, sponsored by Office of Common Ground, University of Richmond, US\$300
- 2013 Competitive summer research grant, sponsored by Robins School of Business, University of Richmond
- 2013 Course transformation grant, sponsored by the Program for Enhancing Teaching Effectiveness, University of Richmond, US\$3,000
- 2013 Community inclusive fund, sponsored by Office of Common Ground, University of Richmond, US\$300
- 2012 Research grant for research-related expenses, sponsored by Robins School of Business, University of Richmond, US\$3,000
- 2012 Research grant for research-related expenses, sponsored by Robins School of Business, University of Richmond, US\$2,000
- 2011 Summer research grant, sponsored by Robins School of Business, University of Richmond
- 2011 Community inclusive fund, sponsored by Office of Common Ground, University of Richmond, US\$300
- 2010 Summer research grant, sponsored by Robins School of Business, University of Richmond
- 2010 Community inclusive fund, sponsored by Office of Common Ground, University of Richmond, US\$380
- 2010 Curriculum internationalization grant, sponsored by Office of International Education, University of Richmond, US\$1,000
- 2008 Research grant, sponsored by Cornell-Nanyang Institute of Hospitality Management and Nanyang Technological University, US\$5,000
- 2007 Research Outcome Award & Recognition (ROAR) grant, sponsored by Nanyang Technological University

- 2006 Teaching Assistance grant, sponsored by Nanyang Technological University, S\$28,000 (approx. US\$18,500)
- 2003 Research grant, sponsored by Nanyang Technological University, S\$70,148 (approx. US\$47,000)
- 2002 Research grant, sponsored by Nanyang Technological University, S\$4,999 (approx. US\$3,300)