

Curriculum Vitae

Wing LAM

Associate Professor

Department of Management and Marketing, Faculty of Business

The Hong Kong Polytechnic University

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Educational Background

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| Ph.D. | The Hong Kong Polytechnic University (Organizational Behavior) | 2006 |
| M.A. | Lancaster University (Human Resource & Knowledge Management) | 2003 |
| B.B.A. (First Hons) | City University of Hong Kong (Human Resource Management) | 2002 |

Academic Experience

Associate Professor, The Hong Kong Polytechnic University (since Jul 2014)

Assistant Professor, The Hong Kong Polytechnic University (Jan 2007–Jun 2014)

Associate Editor, Journal of Business Research (since July 2016)

Editorial Review Board Member, Asia Pacific Journal of Management (since Feb 2016)

Co-Director, Center for Leadership and Innovation, The Hong Kong Polytechnic University (since Sep 2018)

Deputy Programme Director, MSc in China Business Studies, The Hong Kong Polytechnic University (since 2014)

Visiting Fellow, University of Western Australia (Feb 2016–Aug 2016, on Sabbatical Leave)

Visiting Professor, Weifang Medical College (since Nov 2009)

Visiting Scholar, University of Groningen (Feb 2006–Mar 2006 and Dec 2007–Jan 2008)

Academic Awards and Honors

- 2018 **Best Paper Award:** International Conference on Economics, Management, and Social Study, Kraków, Poland.
- 2016 **Best Paper Award:** Australia and New Zealand Academy of Management Conference, Brisbane, Australia.
- 2015 **Best Paper Award:** Human Capital International Conference, Chongqing, China.
- 2015 **Best Paper Proceedings:** Academy of Management Conference, Vancouver, Canada.
- 2012 **Best Paper Award Finalist:** International Academy of Chinese Management Research (IACMR), Shanghai, China.
- 2012 **Best Paper Presenter Award:** The Global Business, Economics and Finance Research conference, London, England.

- 2012 **Faculty Team Service Award:** Centre of Leadership and Innovation, The Hong Kong Polytechnic University.
- 2010 **Best Paper Award Finalist:** International Academy of Chinese Management Research (IACMR) Conference, Shanghai, China.
- 2009 **Best Paper Award:** The Tenth International Business Research Conference, Dubai.
- 2009 **Fellow:** World Business Institute.

Research

Journal Publications

- Ouyang, K., Cheng, B.H., Lam, W., & Parker, S.K. (in press). Enjoy your evening, be proactive tomorrow: How off-job experiences shape daily proactivity. *Journal of Applied Psychology*. Best paper award in *Australia and New Zealand Academy of Management Conference 2016*).
- Cai, Z., Parker, S.K., Chen, Z., & Lam, W. (in press). How does the social context fuel the proactive fire? A multi-level review and theoretical synthesis. *Journal of Organizational Behavior: The IRIOP Annual Review Issue*.
- Cai, Z., Huo, Y., Lan, J., Chen, Z., & Lam, W. (in press). When do frontline hospitality employees take charge? Prosocial motivation, taking charge, and job performance: The moderating role of job autonomy. *Cornell Hospitality Quarterly*.
- Huo, Y., Lam, W., & Chen, Z. (in press). Does perspective taking benefit perspective takers? The roles of emotional labor strategies and proactive personality. *Journal of Occupational and Organizational Psychology*.
- Lam, W., Lee, C., Taylor, S.M., & Zhao, H.H. (2018). Does proactivity matter in leadership transitions? Effects of proactive personality on new leader identification and responses to new leaders and their change agendas. *Academy of Management Journal*, 61: 245-263.
- Lam, W., Huo, Y., & Chen, Z. (2018). Who is fit to serve? Person-job/organization fit, emotional labor, and customer service performance. *Human Resource Management*, 57: 483-497.
- Zhao, H.H., Seibert, S.E., Lee, C., Taylor, S.M., & Lam, W. (2016). Not even the past: The joint influence of former leader and new leader during leader succession in the midst of organizational change. *Journal of Applied Psychology*, 101: 1730-1738.
- Liu, W., Tangirala, S., Lam, W., Chen, Z., Jia, R.T., & Huang, X. (2015). When and why peers' positive mood influences team members' voice behavior. *Journal of Applied Psychology*, 100: 976-989.

- Ouyang, K., Lam, W., & Wang, W. (2015). Roles of gender and identification on abusive supervision and proactive behavior in Organization. *Asia Pacific Journal of Management*, 32: 671-691.
- Tse, H., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *Leadership Quarterly*, 24: 763-776.
- Geng, X., Chen, Z., Lam, W., & Zheng, Q. (2013). Hedonic evaluation over short and long time frames: The mechanism of the Peak-End rule. *Journal of Behavioral Decision Making*, 26: 225-236.
- Huo, Y., Lam, W., & Chen, Z. (2012). Am I the only one this supervisor is laughing at? Effects of aggressive humor on employee strain and addictive behaviors. *Personnel Psychology*, 65: 859-885.
- Chen, Z., Lam, W., & Zhong, J. (2012). Effects of perceptions on LMX and work performance: Effects of supervisors' perception of subordinates' emotional intelligence and subordinates' perception of trust in the supervisor on LMX and, consequently performance. *Asia Pacific Journal of Management*, 29(3): 597-616.
- Chen, Z., Sun, H., Lam, W., Hu, Q., Huo, Y., Zhong, J. (2012). Chinese hotel employees in the smiling masks: Roles of job satisfaction, burnout, and supervisory support in relationships between emotional labor and performance. *International Journal of Human Resource Management*, 23(4): 826-845.
- Chan, K. & Lam, W. (2011). The trade-off of servicing empowerment on employees' service performance: Examining the underlying motivation and workload mechanisms. *Journal of the Academy of Marketing Science*, 39: 609-628.
- Lam, W. & Chen, Z. (2011). When I put on my service mask: Determinants and outcomes of emotional labor among hotel service providers according to affective event theory. *International Journal of Hospitality Management*, 31: 3-11.
- Zhong, J., Lam, W., & Chen, Z. (2011). Relationship between leader-member exchange and organizational citizenship behaviors: Examining the moderating role of empowerment. *Asia Pacific Journal of Management*, 28: 609-626.
- Sue-Chan, C., Chen, Z., & Lam, W. (2011). LMX, coaching attributions, and employee performance. *Group and Organization Management*, 36: 466-498.
- Huang, X., Chan, S.C.H., Lam, W., & Nan, X. (2010). The joint effect of leader-member exchange and emotional intelligence on burnout and work performance in call centers in China. *International Journal of Human Resource Management*, 21(7): 1124-1144.

- Lam, W., Chen, Z., & Takeuchi, N. (2009). Perceived human resource management practices and intention to leave of employees: The mediating role of organizational citizenship behavior in a Sino-Japanese joint venture. *International Journal of Human Resource Management*, 20(11): 2250-2270.
- Takeuchi, N., Chen, Z., & Lam, W. (2009). Coping with an emerging market competition through strategy-human resource alignment: Case study evidence from five leading Japanese manufacturers in the People's Republic of China. *International Journal of Human Resource Management*, 20(12): 2454-2470.
- Lam, W., Huang, X., & Snape, E. (2007). Feedback-seeking behavior and leader-member exchange: Do supervisor-attributed motives matter? *Academy of Management Journal*, 50(2): 348-363.
- Chen, Z., Lam, W., & Zhong, J. (2007). Leader-member exchange and member performance: A new look at individual-level negative feedback-seeking behavior and team-level empowerment climate. *Journal of Applied Psychology*, 92(1): 202-212.
- Lam, W., Chen, Z., & Zhong, J. A. (2006) Preliminary literature review and future research directions of organizational justice组织公平文献综述及未来的研究方向, *Psychological Science 心理科学*, 29(4): 1016-1018 (in Chinese).

Book Chapters

- Chen, Z. (陳子光), Takeuchi, N. (竹内規彦), & Lam, W. (林囀兒) (2010). Practices of critical managerial skills: A comparison among Japanese, Chinese and Taiwanese managers (人的資源管理の日本の特質: 管理スキル発揮パターンとHRMの戦略的側面に焦点をあてて), *Globalization, Localization, Japanese Studies in Asia-Pacific Region*, 3: 247-260.
- Lam, W. (2007). Attribution theory and LMX theory. In Graen, G.B. (Ed.) *LMX Leadership Series V.*, pp. 79-91. Information Age Publishing, Inc.
- Chen, Z., & Lam, W. (2007). Making LMX leadership work in China. In Graen, G.B. (Ed.), *LMX Leadership: The Series: New Multinational Network Sharing*, Vol. 5, 65-77, Greenwich, CT: Information Age Publishing.

Revise-and-Resubmit

**Titles have been truncated to maintain blind review process*

- Lam, W., Tang, Y.E., & Chen, Z. Different types of employee voice behavior. (1st R&R resubmitted; *Organizational Behavior and Human Decision Processes*).

Research Grants

Principal Investigator

- 2018: Lam, W., Parker, S.K., Song, J., Lee, C., & Chen, Z. "Team proactivity". **Hong Kong General Research Fund**, RGC Ref No.: B-Q63B. (Amount: HK\$ 452,038; 1 USD = 7.76 HKD).
- 2017: Lam, W., Ouyang, K., Cheng, B.H., Lee, C., & Chen, Z. "*Off-Job Experiences and Proactive Behavior*". **Hong Kong General Research Fund**, RGC Ref No.: B-Q56Q. (Amount: HK\$ 592,000; 1 USD = 7.76 HKD).
- 2015: Lam, W., Lee, C., & Taylor, S. "*Leader-Employee Congruence in Proactivity and Employees' Reactions to the New Leaders' Change Agenda During Leadership Transitions*". **Hong Kong General Research Fund**, RGC Ref No.: B-Q42K. (Amount: HK\$ 468,000; 1 USD = 7.76 HKD).
- 2015: Lam, W. "*Between-person process of emotional labor across Asian contexts*". **Departmental General Research Funds, PolyU**, #G-UA7B (Amount: HK\$ 50,000).
- 2014: Lam, W., Taylor, S.M., & Lee, C. "*Does Leaders' Proactivity Matter in Leadership Transitions?*" **RGC direction allocation (Fund for GRF project rated as 3.5)**, PolyU#G-YN72. (Amount: HK\$ 105,000).
- 2013: Lam, W., Chen, Z., & Zhong, J. "*Effects of Person-Job Fit on In-role Performance, OCB, and Proactive Behavior: Mediating Role of Emotional Labor*". **Hong Kong General Research Fund**, RGC Ref No.: PolyU 5445/12H. (Amount: HK\$ 406,998).
- 2010: Lam, W. "*Why do We Need Someone Who Is Fit to Serve?*" **RGC direction allocation (Fund for GRF project rated as 3.5)**, PolyU#A-PK62. (Amount: HK\$ 125,000).
- 2009: Lam, W., Xie, J., Sun, H.; & Chen, Z. "*When My Company Asks Me to Smile: The Effects of Emotional Labor on Employee Performance and Well-being*". **Hong Kong General Research Fund**, RGC Ref No.: 544209. (Amount: HK\$ 492,200).
- 2009: Lam, W. "*Affective Events Theory: The Effects of Emotional Labor on Employees' Affective, Attitudinal, and Behavioral Reactions*". **Competitive Research Grants for Newly Recruited Junior Academic Staff (Funded by RGC)**, PolyU #A-PC1G. (Amount: HK\$ 80,000).
- 2008: Lam, W. "*Social Relations Model for Interpersonal Trust and Team Performance: A New Look at Negative Feedback-Seeking Behavior among Team Members*". **Departmental General Research Funds, PolyU #4-ZZ71**. (Amount: HK\$ 100,000).
- 2007: Lam, W. "*A Longitudinal Study of Emotional Labor and Work Performance: Roles of Emotional Dissonance and Exhaustion*". **Departmental General Research Funds, PolyU #4-ZZ9N**. (Amount: HK\$ 50,000).
- 2006: Lam, W. "*When the Show Must Go Everyday*". **Departmental General Research Funds, PolyU #G-U305**. (Amount: HK\$ 50,000).

Co-Investigator

- 2017: Chan, K., Yim, C.K.B., & Lam, W. “Joint collaboration between customer-employee workgroups”. **Hong Kong General Research Fund**, RGC Ref No.: 1250018.
- 2016: Chen, Z., Huo, Y., Lam, W., & Geng, X. “*Standing in the Customer’s Shoes: Joint Effects of Perspective Taking and Proactive Personality on Customer Service Performance*”. **Hong Kong General Research Fund**, RGC Ref No.: 11504115.
- 2015: Cho, V., & Lam, W. “*The Power of LinkedIn: Will IT Professionals Leave Their Organization for Professional Advancement Due to Participating LinkedIn?*” **Hong Kong General Research Fund**, RGC Ref No.: 155012.
- 2011: Chen, Z., Lam, W., & Xie, J. “*Supervisors' Aggressive Humor towards Me and My Peers: Effects on Strain and Work Outcomes*”. **Hong Kong General Research Fund**, RGC Ref No.: 141111.
- 2008: Xie, J., Lam, W., & Chen, Z. “*The Effects of Emotional Labor on Psychological, Physiological, and Behavioral Outcomes: A Cross-Cultural Study of Canadian and Chinese Employees*”. **Social Sciences and Humanities Research Council of Canada**.
- 2008: Chen, Z., Lam, W., & Zhong, J. “*Dynamic Processes of Interactions between Supervisors and Subordinates: The Effects of Attributions of the Motives for Other's Effort on LMX and Performance*”. **CERG (Former GRF)**, RGC Ref No.: CityU 141007.
- 2006: Chen, Z., Lam, W., & Zhong, J. “*Leader-Member Exchange and Member Performance: A New Look at Individual-Level Critical Feedback Seeking Behavior and Team-Level Empowerment Climate*”. **CERG (Former GRF)**, RGC Ref No.: CityU 1432/05H.

Doctoral Student Supervision

| Student | Degree | Status | Role | Period | Research Topic |
|--------------|--------|---|------------------|------------|----------------------------|
| K. OUYANG | Ph.D. | Accomplished (Assistant Professor, Shanghai University of Finance and Economics) | Chief Supervisor | 2011-2015 | Taking charge behavior |
| G. HO | Ph.D. | In Progress | Chief Supervisor | Since 2017 | Proactive behavior |
| H. TAN | Ph.D. | In Progress | Chief Supervisor | Since 2017 | Humility |
| A.H.K. WONG | Ph.D. | Accomplished (Associate Professor of Teaching, Lingnan University) | Co-supervisor | 2008-2010 | Market capability |
| E.Y. TANG | Ph.D. | Accomplished (Assistant Professor, Zhongshan University of Economics and Law) | Co-supervisor | 2015-2017 | Employee emotions |
| A.Y. WAI | DBA | Accomplished | Chief Supervisor | 2007-2008 | Paternalistic leadership |
| K.K.Y. LEUNG | DBA | Accomplished | Chief Supervisor | 2008-2010 | Feedback seeking behavior |
| E.W.K. TUNG | DBA | Accomplished | Chief Supervisor | 2015-2018 | Abusive supervision |
| B. CHU | DBA | Accomplished | Chief Supervisor | 2016-2017 | Customer participation |
| W.C. YU | DBA | In Progress | Chief Supervisor | Since 2017 | Paradoxical leadership |
| D. AN | DMgt | Accomplished | Chief Supervisor | 2008-2010 | Voice behavior |
| W.D. WANG | DMgt | Accomplished | Chief Supervisor | 2008-2010 | Abusive supervision |
| J. LIU | DMgt | Accomplished | Chief Supervisor | 2012-2014 | Leader-member exchange |
| H. CHEN | DMgt | Accomplished | Chief Supervisor | 2012-2015 | Abusive supervision |
| Z.H. CHEN | DMgt | Accomplished | Chief Supervisor | 2015-2017 | Proactive behavior |
| Q. LUO | DMgt | Accomplished (Excellent Thesis Award) | Chief Supervisor | 2016-2018 | Proactive socialization |
| J. NI | DMgt | Accomplished (Excellent Thesis Award) | Chief Supervisor | 2016-2018 | Voice behavior |
| Z. LIU | DMgt | Accomplished | Co-supervisor | 2007-2009 | Job demand-control-support |
| S. QIN | DMgt | Accomplished | Co-supervisor | 2014-2015 | Proactive behavior |
| Y.Q. ZHOU | DMgt | In Progress | Chief Supervisor | Since 2017 | Proactive behavior |
| B. GU | DMgt | In Progress | Chief Supervisor | Since 2017 | Emotional labor |
| H. GUO | DMgt | In Progress | Chief Supervisor | Since 2017 | Job crafting |

Service

Service to the University

University Level

Committee Member:

2018 – Present: Committee Member of the Search Committee for the recruitment of Head (MM)

2017 – Present: Committee Member of Human Subjects Ethics Sub-Committee

Faculty Level

Chair:

2014 – Present: Deputy Programme Director of MSc in China Business Studies

2014 – Present: Doctor of Management (DMgt)/Doctor of Business Administration (DBA) Proposal/Thesis Examination Chair

Committee Member:

2017– Present: Committee Member of DBA/DMgt Programme Committee
2007 – Present: DBA/DMgt Thesis Proposal/Final Thesis Examination Panel Member
2010 – 2012: MBA Admission Interview Panel Member

Department Level**Chair:**

Oct2018 – Present: Acting Chair of Departmental Research Committee
Sep2018 – Present: Co-Director of Centre for Leadership and Innovation
2010 – 2012: Deputy Programme Director of BBA (Hons) in Management

Committee Member:

2018 – Present: Committee Member of Departmental Advisory Committee
2016 – Present: Committee Member of Departmental Research Committee
2016 – Present: Committee Member of Departmental Staffing Committee
2011 – Present: Core Member of Centre of Leadership and Innovation
2009 – 2015: MSc Human Resource Management Admission Interview Panel Member
2009 – 2012: Foundation Year Tutor of BBA (Hons) in Human Resource Management

Service to the Profession**Journal Editorial Review Board:**

2016 – Present: Associate Editor of *Journal of Business Research*
2016 – Present: Editorial Review Board Member of *Asia Pacific Journal of Management*

Panel Member for Mphil/DBA Thesis Examination:

2018 : Panel member of MPhil Thesis Examination at Lingnan University
2016 – 2018: Panel member of DBA Thesis Examination at City University of Hong Kong
2017 – 2018: Panel member of DBA Thesis Examination at Hong Kong Baptist University

Academic Conference Discussant:

2012: International Association for Chinese Management Research (IACMR) Conference

Advisor:

2015 – 2016: General Education (GE) in Business, Division of Business, College of International Education (CIE), Hong Kong Baptist University

Ad Hoc Reviewer for Journals:

Journal of Organizational Behavior, Organizational Behaviour and Human Decision Processes, International Journal of Hospitality Management, Asia Pacific Journal of Management, Human Relations, British Journal of Management, Journal of Occupational and Organizational Psychology, Applied Psychology: An International Review, Basic and Applied Social Psychology, International Journal of Human Resources Management, Journal of Management and Organization

Teaching Experience

Postgraduate Courses

PhD Level

Research in Organizational Behavior
Research Methodology

DBA/DMgt Level

Frontier of Leadership Research (for DBA)
Current Issues in Organizational Behavior (for DBA)
Current Issues in Organizational Behavior (for DMgt)

Executive Master Level

Rational and Emotional Thinking: Implications for Decision Making

MBA Level

Organizational Behavior and Development

Master of Science (MSc) Level

Organizational Behavior

EMBA Investigative Report: 5 students (2012-13)

MBA Investigative Report (Xian): 23 students (2012-17)

MBA Investigative Report (Shenzhen): 20 students (2012-14)

MSc HRM thesis research projects: 3 students (2011-12, 2016-17, 2017-2018)

MSc HRM independent study: 4 students (2014, 2016, 2017, 2018)

Independent studies in Business (DBA): 3 students (2011-12), 1 student (2012-13)

Undergraduate Courses

Organizational Behavior
Human Resource Management
Management and Organization