

**MARGARET A. NEALE**

Graduate School of Business

Stanford University

Stanford, CA 94305-5015

EMAIL: neale\_margaret@gsb.stanford.edu

VOICE: (650) 723-8198

FAX: (650) 725-7692

**ACADEMIC POSITIONS**

- 2009 – 2010 **Graduate School of Business Trust Faculty Fellow**
- 2006 – 2007 **James and Doris McNamara Faculty Fellow**
- 2000 – 2001 **Graduate School of Business Trust Faculty Fellowship**
- 1999 - **John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution**
- 1997 – 2000 **Academic Associate Dean**
- 1995 – 1999 **Professor of Organizational Behavior**  
Graduate School of Business  
Stanford University
- 1990 – 1995 **J. L. and Helen Kellogg Distinguished Professor of Dispute Resolution and Organizations**
- 1988 – 1990 **Associate Professor of Organization Behavior**
- 1987 – 1988 **Visiting Associate Professor**  
Kellogg Graduate School of Management  
Northwestern University
- 1993-1995 **Visiting Professor**
- 1990 **Visiting Associate Professor**  
Sasin Graduate School of Business  
Chulalongkorn University  
Bangkok, Thailand (January – February)
- 1986 - 1988 **Associate Professor of Management and Policy**
- 1982 - 1986 **Assistant Professor of Management and Policy**  
Department of Management and Policy  
Department of Communication  
University of Arizona

**ACADEMIC HISTORY**

University of Texas: August 1979 - August 1982

Major field: Organizational behavior

Ph.D., August 1982: "Improving Negotiator Effectiveness: A Decision Making Perspective;" M. H. Bazerman, thesis advisor.

Virginia Commonwealth University: September 1975 - May 1977

Major field: Small group behavior/counseling psychology

M.S., May 1977: "The Effect of Social Competency on Client Perceived Empathy"

Medical College of Virginia: September 1972 - May 1974

Major field: Hospital pharmacy administration

M.S., May 1974: "The Relationship of the Sixteen Personality Factor Questionnaire Inventory to Clients of a Methadone Maintenance Program"

Northeast Louisiana University: June 1969 - August 1972

Major field: Hospital pharmacy

B.S.P., August 1972

### **ACADEMIC HONORS AND AWARDS**

Most Influential Paper, Conflict Management Division, Academy of Management 2007

Most Influential Paper, Conflict Management Division, Academy of Management 2006

Fellow, Society of Organizational Behavior, 2004 - Present

Fellow, Academy of Management, 2001 - Present

Silver Apple Award, Stanford Graduate School of Business Alumni Teaching Award, 1999

Advisory Panel for Economics, Decision Risk and Management Sciences Program

National Science Foundation, 1997-1999

State Farm Companies Foundation, Doctoral Dissertation Award Selection Committee, 1995-

2006; Chair, 1996-2006

Faculty, Doctoral Consortium, Human Resources Division, Academy of Management - 2002

Faculty, Doctoral Consortium, Conflict Management Division, Academy of Management – 2000, 2002, 2005

Faculty, Academy of Management Junior Faculty Workshop - 1994, 1996, 2003

University College of Pharmacy 1993 Alumnus of the Year, Northeast LA University

Faculty, Doctoral Consortium, Academy of Management - 1988

Dorothy B. Harlow Meritorious Paper Award - 1986

Academy of Management Dissertation Award - 1983

Academy of Management OMT Junior Faculty Workshop, 1983

University of Texas Graduate Fellow, 1981-1982

Academy of Management OB, OT, OD Doctoral Consortium, 1980

Foundation scholar, Northeast Louisiana University, 1969-1971

Membership in Rho Chi (Pharmacy Honor Society) Northeast LA University

### **PROFESSIONAL MEMBERSHIPS**

Academy of Management

Decision Sciences Institute

Society of Judgment and Decision Making

American Psychological Society

## **EDITORIAL RESPONSIBILITIES**

Executive Editor: *Sasin Journal of Management* (Thailand)  
 Editorial Board Member: Current  
*Organizational Behavior and Human Decision Processes*  
*International Journal of Conflict Management*  
*Human Resource Management Review*  
Past  
*Administrative Science Quarterly*  
*Academy of Management Executive*  
*Associate Editor, Organizational Behavior and Human Decision Processes*  
*Journal of Applied Psychology*

## **PROFESSIONAL ACTIVITIES**

### **TEACHING**

Courses taught at Graduate School of Business - Stanford University:

Organizational Behavior (OB 279)  
Conflict Management and Negotiation (OB 381)  
 Negotiation Immersion (OB 581)  
Managing Groups and Teams (OB 205)

Courses taught at Kellogg Graduate School of Management - Northwestern University:

Organization Behavior (OB D-30) Instructor listed in the Graduate Management Association's Faculty Honor Roll, 1987, 1990  
Bargaining and Negotiation Seminar (OB D-70), Instructor listed in the Graduate Management Association's Faculty Honor Roll 1988 - 1995.

### **EXTERNAL NON-TEACHING ACTIVITIES**

External Review Team, Eccles School of Business, University of Utah  
 External Review Team (AACSB), Kellogg School of Management, Northwestern U.  
 External Review Team, Stern Graduate School of Business, New York University  
 External Review Team, Wharton School of Business, University of Pennsylvania  
 External Review Team, Columbia Graduate School of Business, Columbia University  
 External Review Team, Organizational Behavior, Haas School of Business, UC-Berkeley  
 Member, National Advisory Board, Olin School of Business, Washington University  
 Member, National Committee on Mentoring, Academy of Management (1996-97)  
 Vice-chair, Arizona Agricultural Employment Relations Board (1985-88)  
 Awards Committee, Division of Organizational Behavior, Academy of Management  
 Academy of Management Program Committee:  
 Division of Organizational Behavior - 1984, 1986, 1987, 1988;  
 Division of Personnel and Human Resource Management, 1987, 1988.

Steering Committee, Power, Negotiation, and Conflict Interest Group - Academy of Management, 1987-1990.

### **INTERNAL NON-TEACHING ACTIVITIES**

#### Stanford University:

Member, Knight Fellows Selection Committee (2008- Present)  
 Co-Chair, OB Recruiting Committee (2008-Present)  
 Member, Graduation Requirements Committee (2006)  
 Member, Advisory Committee, Stanford Center on Longevity (2006 – Present)  
 Member, Committee on Public Events (2002-2004)  
 Member, Committee on Research (1999 - 2002)  
 Chair, Core Curriculum Revision Committee (1996)  
 Deans Advisory Committee (1995 - 96)  
 Faculty Director, Influence and Negotiation Strategies  
 Faculty Director, Managing Teams for Innovation and Success  
 Faculty Director, Executive Program for Women Leaders

#### Northwestern University:

Chair, Kellogg Committee on Diversity (1990-1995)  
 Personnel Committee, Kellogg (1991-1993)  
 Kellogg Representative, General Faculty Committee (GFC) (1990-1993)  
 Chair, GFC Subcommittee on Faculty Development (1993)  
 Member, Northwestern Task Force on the Status of Women in the Academic Environment (1992-1994)  
 Member, Kellogg Student Affairs Standing Committee (1992-1994)  
 Member, Kellogg Ph.D. Task Force (1992)  
 Recruiting Chair, Organization Behavior Department (1988-1991)  
 Recruiting Committee, Organization Behavior Department (1992-1993)  
 Dispute Resolution Research Center Executive Committee (1989-1995)  
 Research Committee, Organization Behavior Department (1988-1990)  
 Program Coordinator, Managing Employees in Restructured Organizations  
 Program Coordinator, Decision Making Strategies for Managers  
 Program Coordinator, Negotiation Strategies for Managers

### **PUBLICATIONS**

#### **BOOKS**

Stroh, Linda, Northcraft, Gregory B., and Neale, Margaret A. (2002). Organizational behavior: A managerial challenge (third edition). Mahwah, NJ: Lawrence Erlbaum Associates, Inc. (previous two editions were published under Dryden Press (1994, 1990))  
 Bazerman, M.H., and Neale, M.A. Negotiating Rationally, Free Press, 1992. Currently in 9<sup>th</sup> printing. Published in English, Japanese, Korean, Spanish, Portuguese, Polish, & Chinese.

**The following are adaptations from this book:**

- Bazerman, M.H., and Neale, M.A. Nonrational Escalation of Commitment in Negotiation. European Management Journal, 1992, 10, 163-168.
- Neale, M.A, and Bazerman, M.H. Negotiating Rationally: The Power and Impact of the Negotiator's Frame. Academy of Management Executive, 1992, 6, 42-51.  
Reprinted in S.C. Currall, D. Geddes, S.M. Schmidt, and A. Hichner (Eds.), Power and Negotiation in Organizations, Dubuque, Iowa: Kendall/Hunt Publishing, 1995.  
Reprinted in R.J. Lewicki, J. Minton, and D.M. Saunders (Eds.), Negotiation: Readings, Exercises, and Cases, Irwin, 1997.
- Bazerman, M.H., and Neale, M.A. Negotiating Rationally. Business Week Executive Portfolio, Volume 1, 1992.
- Bazerman, M.H., and Neale, M.A. The Mythical Fixed-Pie. Executive Excellence, 1992, 9, 14-15.
- Bazerman, M.H., and Neale, M.A. Negotiating Rationally. Soundview Executive Book Summaries, 14, March, 1992.
- Bazerman, M.H., and Neale, M.A. Negotiating Rationally. Small Business, June, 1992.
- Chapter 3 of Negotiating Rationally has been reprinted in B.M. Staw (Ed.), Psychological Dimensions of Organizational Behavior, Prentice Hall, 1995.
- Bazerman, M.H., and Neale, M.A. The Mythical Fixed-Pie. Personal Excellence, 1997, October.
- Neale, Margaret A., and Bazerman, Max H. (1991). Cognition and rationality in negotiation. New York: Free Press.
- Neale, Margaret A., and Northcraft, Gregory B. (Eds.). (1985). Bargaining and dispute resolution curricula: A sourcebook, Eno River Press.

**EDITED VOLUMES**

- Mannix, Elizabeth A., Neale, Margaret A., and Overbeck, Jennifer (Eds.). (in press). Research on Managing Groups and Teams: Volume 14 – Negotiating in Groups. Emerald Publishing.
- Neale, Margaret A., Mannix, Elizabeth A., and Mullen, Elizabeth (Eds.). (2010). Research on Managing Groups and Teams: Volume 13 – Justice in Groups. Emerald Publishing.
- Mannix, Elizabeth A., Neale, Margaret A., and Giancalo, Jack (Eds.). (2009). Research on Managing Groups and Teams: Volume 12 – Creativity in Groups. Emerald Publishing.
- Neale, Margaret A., Mannix, Elizabeth A., and Phillips, Katherine (Eds.). (2008). Research on Managing Groups and Teams: Volume 11 – Diversity in Groups. London: Elsevier.
- Mannix, Elizabeth A., Neale, Margaret A., and Anderson, Cameron (Eds.). (2007). Research on Managing Groups and Teams: Volume 10 – Emotion in Groups. London: Elsevier.
- Neale, Margaret A., Elizabeth Mannix, and Chen, Yaru (Eds.). (2006). Research on Managing Groups and Teams: Volume 9: National Culture in Groups. London: Elsevier.
- Mannix, Elizabeth A., Neale, Margaret A., and Tenbrunsel, Ann (Eds.) (2006). Research on Managing Groups and Teams: Volume 8 – Ethics and Groups. London: Elsevier.
- Neale, Margaret A., Elizabeth Mannix, and Thomas-Hunt, Melissa (Eds.). (2005). Research on Managing Groups and Teams: Volume 7: Status in Groups. London: Elsevier.
- Mannix, Elizabeth A., Neale, Margaret A., and Blount, Sally (Eds.). (2004) Research on Managing Groups and Teams: Volume 6: Time. London: Elsevier Press.

- Neale, Margaret A., Mannix, Elizabeth A., and Polzer, Jeffrey T., (Eds). (2003) Research on Managing Groups and Teams: Volume 5: Social Identity London: Elsevier Press.
- Mannix, Elizabeth A., Neale, Margaret A., and Sondak, Harris (Eds). (2002) Research on Managing Groups and Teams: Volume 4: Sensemaking in Groups. London: Elsevier.
- Neale, Margaret A., Mannix, Elizabeth A., and Griffith, Terri A., (Eds). (2000) Research on Managing Groups and Teams: Volume 3: Technology. Greenwich, CT: JAI Press.
- Mannix, Elizabeth A., Neale, Margaret A., and Wageman, Ruth, (Eds). (1999) Research on Managing Groups and Teams: Volume 2: Group Context. Greenwich, CT: JAI Press.
- Neale, Margaret A., Mannix, Elizabeth A., and Gruenfeld, Deborah H, (Eds). (1998) Research on Managing Groups and Teams: Volume 1: Composition. Greenwich, CT: JAI Press.
- Kramer, Roderick M., and Neale, Margaret A. (Eds.). (1998). Power and politics in organizational life. Thousand Oaks, CA: Sage Publications.

### **CONTRIBUTIONS TO PERIODIC RESEARCH SERIES**

- Inesi, M.E., & Neale, M.A. (2007). Power, affect and value creation in groups. In Mannix, Elizabeth A., Neale, Margaret A., and Anderson, Cameron. (eds). Research on Managing Groups and Teams: Volume 10 – Emotion in Groups. London: Elsevier.
- Medvec, V.H., Berger, G., Liljenquist, K., and Neale, M.A. (2004) Is a meeting worth the time? Barriers to effective group decision-making in organizations. Research in Managing Groups and Teams, Volume 6: Time in Groups. London: Elsevier.
- Griffith, T.A., and Neale, M.A. (2001) Information processing in traditional, hybrid, and virtual teams: From nascent knowledge to transactive memory. Research in Organizational Behavior, Greenwich, CT: JAI Press.
- Owens, David A., Neale, Margaret A., and Sutton, Robert I. (2000). Status negotiation in electronically mediated groups. Research on Managing Groups and Teams: Volume 3 - Technology. Greenwich, CT: JAI Press
- Mannix, Elizabeth A., Owens, David A., and Neale, Margaret A. (1998). The strategic formation of teams. In Neale, Margaret A., Mannix, Elizabeth A., and Gruenfeld, Deborah H, (Eds). Research on Managing Groups and Teams: Volume 1 - Composition. (pp.149-165) Greenwich, CT: JAI Press.
- Valley, Kathleen, Neale, Margaret A., and Mannix, Elizabeth A. (1995). Relationships in negotiations: The role of reputation, the shadow of the future, and interpersonal knowledge on the process and outcome of negotiations. In Bies, R.J., Lewicki, R., and Sheppard, B. (Eds.), Research in Bargaining and Negotiation in Organizations. Volume 5, Greenwich, CT: JAI Press.
- Blount, Sally, Bazerman, Max H., and Neale, Margaret A. (1995). Alternative models of negotiated outcomes and the nontraditional utility concerns that limit their predictability. In Bies, R.J., Lewicki, R., and Sheppard, B. (Eds.), Research in Bargaining and Negotiation in Organizations. Volume 5, Greenwich, CT: JAI Press.
- Neale, Margaret A., and Northcraft, Gregory B. (1991). Behavioral negotiation theory. In L.L. Cummings and B.M. Staw (Eds.), Research in Organizational Behavior, Greenwich, CT: JAI Press.
- Northcraft, Gregory B., and Neale, Margaret A. (1990). Dyadic negotiation: The two-person game. In Bazerman, M.H., Lewicki, R.J., and Sheppard, B. (Eds.), Research in

- Bargaining and Negotiating in Organizations, Volume 3, Greenwich, CT: JAI Press.
- Neale, Margaret A., and Northcraft, Gregory B. (1990). Experience, expertise, and decision bias in negotiation: The role of strategic conceptualization. In B. Sheppard, M. Bazerman, and R. Lewicki (Eds.). Research in Bargaining and Negotiating in Organizations, Volume 2, Greenwich, CT: JAI Press.
- Northcraft, Gregory B., Neale, Margaret A., and Huber, Vandra L. (1988). Decision bias in human resources decision making. In G. Ferris and K. Rowland (Eds.) Research in Personnel and Human Resource Management, Greenwich, CT: JAI Press, pp. 157-190.

### **BOOK CHAPTERS**

- Neale, Margaret A. Galvin, Tiffany, Tenbrunsel, Ann E., and Bazerman, Max H. (2006). A decision perspective on organizations: Social cognition, behavioural decision theory and the psychological links to micro- and macro-organizational behaviour. In S. Clegg, C. Hardy and W. Nord (Eds.), Handbook of Organization Studies, Sage Publications.
- Neale, Margaret A., & Fragale, Alison R. (2006). Social cognition, attribution, and perception in negotiation: The role of uncertainty in shaping negotiation processes and outcomes. In L.L. Thompson (Ed.). Frontiers in Negotiation, APA Press, New York.
- Thompson, Leigh L., Neale, Margaret A., and Sinaceur, Marwan (2003). The evolution of cognition and biases in negotiation research: An examination of cognition, social perception, motivation, and emotion. In Gelfand, M. and Brett, J. (Eds.), Negotiation and culture: Integrative perspectives for theory and research, Palo Alto: Stanford University Press.
- Terri Griffith, Elizabeth A. Mannix, and Neale, Margaret A. (2003). Conflict in virtual teams. In S.G. Cohen and C.B. Gibson (Eds). Creating conditions for effective virtual teams. San Francisco: Jossey-Bass.
- Mannix, E.A., Griffith, T.L., and Neale, M.A. (2002). The phenomenology of conflict in virtual work teams. In P. Hinds and S. Kiesler (Eds.), Distributed work: New research on working across distance using technology. Cambridge, MA: MIT Press.
- Northcraft, Gregory B., Polzer, Jeffrey T., Neale, Margaret A., and Kramer, Roderick (1996). Productivity in cross-functional teams: Diversity, social identity, and performance. In Susan E. Jackson (ed.), Diversity in Work Teams: Research Paradigms for a Changing World, Washington, DC: APA Publications.
- Tenbrunsel, Ann E., Galvin, Tiffany, Neale, Margaret A., and Bazerman, Max H. (1996). Cognitions in organizations. In S. Clegg, C. Hardy and W. Nord (Eds.), Handbook of Organization Studies, Sage Publications 1.
- Polzer, Jeffrey T., Mannix, Elizabeth A., and Neale, Margaret A. (1995). Multiparty negotiations in its social context. In Roderick Kramer and David Messick (Eds.), Negotiation in its Social Context, pp. 123-142, Thousand Oaks, CA: Sage Publications.
- Bazerman, Max H. and Neale, Margaret A. (1995). The role of fairness considerations and relationships in a judgmental perspective of negotiation. In K. Arrow, Robert Mnookin, Lee Ross, Amos Tversky, and Robert Wilson (Eds.), Barriers to Conflict Resolution. (pp. 86-106), New York: W.W. Norton Publishing.

- Northcraft, Gregory B., and Neale, Margaret A. (1993). Negotiating successful research collaboration. In J.K. Murnighan (Ed.), Handbook of Social Psychology in Organizations, Englewood Cliffs, NJ: Prentice Hall.
- Bazerman, Max H., and Neale, Margaret A. (1991). Negotiator rationality and cognition: The interactive roles of prescriptive and descriptive research. In Peyton Young (Ed.), Negotiation Analysis. Ann Arbor: University of Michigan Press, pp. 109-130.
- Neale, Margaret A. (1989). Introduction. In A. Rahim (Ed.), Managing conflict: An interdisciplinary perspective. New York: Praeger, pp. 145-148.
- Neale, Margaret A., Northcraft, Gregory B., and Bazerman, M.H. (1989). Cognitive aspects of negotiation: New perspectives on dyadic decision making. In M.A. Rahim (Ed.) Managing Conflict: An Interdisciplinary Approach. New York: Praeger Press, 149-160.
- Huber, Vandra L., Gregory B. Northcraft, and Margaret A. Neale. (1987). Foibles and fallacies in organizational staffing decisions. In R. Schuler, S. Youngblood and V. Huber (Eds.), Readings in Personnel and Human Resource Management, 3rd edition, New York: West Publishing Company, pp. 193-205.
- Bazerman, Max H. and Neale, Margaret A. (1983). Heuristics in negotiation: Limitations to dispute resolution effectiveness. In M. H. Bazerman and R. J. Lewicki (Eds.) Negotiation in organizations, Beverly Hills: Sage.  
 Reprinted in Hammond, K.R., and Arkes, H.R. (1985). Introduction to judgment and decision making: An interdisciplinary reader. Cambridge University Press.

### **REFEREED JOURNAL ARTICLES**

- Sinaceur, M., Thomas-Hunt, M., Neale, M.A., O'Neill, A., and . Haag, C. (2010). Accuracy and perceived expert status in group decisions: When minority members make majority members more accurate privately. Personality and Social Psychology Bulletin, 36, 423-437.
- Overbeck, J., Neale, M.A and Govan, C. (2010). I feel, therefore you act: Intrapersonal and interpersonal effects of emotion on negotiation as a function of social power. Organizational Behavior and Human Decision Processes.
- Phillips, K. W., Liljenquist, K.A., and Neale, M. A. (2009). Newcomer influence in decision-making groups: The effects of opinion and identity agreement. Personality and Social Psychology Bulletin, 35, 336-350.
- Curhan, J. R., Neale, Margaret A., Ross, Lee, and Rosencrans-Engelman, Jesse. (2008). Relational accommodation in negotiation: Effects of egalitarianism and gender on economic efficiency and relational capital. Organizational Behavior and Human Decision Processes, 107, 192-205.
- Phillips, K. W., Northcraft, G., & Neale, M. (2006). Surface-level diversity and information sharing: When does deep-level similarity help? Group Processes and Intergroup Relations, 9, 467-482.
- Mannix, Elizabeth A., and Neale, Margaret A. (2005). What differences make a difference? The promise and reality of diverse teams in organizations. Psychological Science in the Public Interest, 6, 31-55.

- Sinaceur, Marwan, and Neale, Margaret A. (2005). Not all threats are created equal: The impact of threat type and timing in negotiated outcomes. Group Decision and Negotiation, 14, 63-85.
- Phillips, Katherine W., Mannix, Elizabeth A., Neale, Margaret A., and Gruenfeld, Deborah H. (2004). Diverse groups and information sharing: The effect of congruent ties. Journal of Experimental Social Psychology, 40, 497-510.
- Curhan, Jared R., Gerber, L., Neale, M.A., and Ross, L. (2004) Dynamic valuation: Preference change in the context of face-to-face negotiations. Journal of Experimental Social Psychology, 40, 142-151.
- Griffith, Terri, Sawyer, John E., and Neale, Margaret A. (2003). Information technology as a jealous mistress: Competition for knowledge between individuals and organizations, Management Information System Quarterly, 27, 265-287.
- Thomas-Hunt, Melissa C., Ogden, Tanya, and Neale, Margaret A. (2003). Who's really sharing: Effects of social and expert status on knowledge exchange within groups. Management Science, 49, 464-477.
- Jacob, John, Lys, Thomas Z., and Neale, Margaret A. (1999) Experience, expertise and the forecasting performance of security analysts. Journal of Accounting and Economics, 28, 51-82.
- Jehn, Karen A., Northcraft, Gregory B., and Neale, Margaret A. (1999). Why differences make a difference: A field study of diversity, conflict, and performance in workgroups. Administrative Science Quarterly, 44, 741-763.
- Sondak, Harris, Neale, Margaret A., and Pinkley, Robin L. (1999). Relationship, contribution, and resource constraints: Determinants of distributive justice in individual preferences and negotiated agreements. Group Decision and Negotiation, 8, 489-510.
- Chatman, Jennifer A., Polzer, Jeffrey T., Barsade, Sigal G., and Neale, Margaret A. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. Administrative Science Quarterly, 43, 749-780.
- Northcraft, Gregory B., Preston, Jared N., Neale, Margaret A., Kim, Peter, and Thomas-Hunt, Melissa C. (1998). Non-linear preference functions and negotiated outcomes. Organizational Behavior and Human Decision Processes, 73, 54-75.
- Polzer, Jeffrey T., Mannix, Elizabeth A., and Neale, Margaret A. (1998) Multi-party negotiation and multiple sources of power: A collaboration orientation. Academy of Management Journal, 41, 42-54.
- Polzer, Jeffrey T., Kramer, Roderick M., and Neale, Margaret A. (1997). Positive illusions about oneself and one's group: Antecedents and consequences. Small Group Research, 28, 243-266.
- Blount, Sally, Thomas-Hunt, Melissa C., and Neale, Margaret A. (1996). The price is right - or is it? Two-party price negotiations revisited. Organizational Behavior and Human Decision Processes, 68, 1-12.
- Gruenfeld, Deborah H, Mannix, Elizabeth A., Williams, Katherine Y., and Neale, Margaret A. (1996). Group composition and decision making: How member familiarity and information distribution affect process and performance. Organizational Behavior and Human Decision Processes, 67, 1-15.

- Northcraft, Gregory B., Neale, Margaret A., Tenbrunsel, Ann, and Thomas-Hunt, Melissa C. (1995). The allocation of benefits and burdens: Does it really matter what we allocate? Social Justice Research, 9, 27-46.
- Sondak, Harris, Neale, Margaret A., and Pinkley, Robin L. (1995). The allocation of goods and bads: The impact of contribution, outcomes valence and relationship. Organizational Behavior and Human Decision Processes, 64, 249-260.
- Mannix, Elizabeth A., Neale, Margaret A., and Northcraft, Gregory B. (1995). Equity, equality or need? The effects of organizational culture on the allocation of benefits and burdens. Organizational Behavior and Human Decision Processes, 63, 276-286.
- Northcraft, Gregory B., Brodt, Susan, and Neale, Margaret A. (1995). Negotiating with nonlinear subjective utilities: Why some concessions are more equal than others. Organizational Behavior and Human Decision Processes, 63, 298-310.
- Polzer, Jeffrey T., and Neale, Margaret A. (1995). Constraints or catalysts? Reexamining goal setting within the context of negotiation. Human Performance, 8, 3-26.
- Pinkley, Robin L., Brittain, Jack W., Neale, Margaret A., and Northcraft, Gregory B. (1995). Managerial third party dispute intervention: An inductive analysis of intervenor strategy selection. Journal of Applied Psychology, 80, 386-402.
- Northcraft, Gregory B., Neale, Margaret A., and Earley, P. Christopher (1994). Joint effects of assigned goals and training on negotiator performance. Human Performance, 7, 257-272.
- White, Sally Blount, Valley, Kathleen, Bazerman, Max H., Neale, Margaret A., and Peck, Sharon (1994). Alternative models of price behavior in dyadic negotiations: Market prices, reservation prices, and negotiator aspirations. Organizational Behavior and Human Decision Processes, 57, 430-447.
- White, Sally Blount, and Neale, Margaret A. (1994). The role of negotiator aspiration and settlement expectancies on bargaining outcomes. Organizational Behavior and Human Decision Processes, 57, 303-317.
- Pinkley, Robin L., Neale, Margaret A., and Bennett, Rebecca J. (1994). Alternatives, reservation prices and outcomes: The impact of alternatives to settlement in dyadic negotiation. Organizational Behavior and Human Decision Processes, 57, 97-116.
- Bies, Robert J., Tripp, Thomas M., and Neale, Margaret A. (1993). Procedural fairness, framing and profit seeking: Perceived legitimacy of market exploitation. Journal of Behavioral Decision Making, 6, 243-256.
- Mannix, Elizabeth A., and Neale, Margaret A. (1993). Power imbalance and the pattern of exchange in dyadic negotiation. Group Decision and Negotiation, 2, 119-133.
- Polzer, Jeffrey T., Neale, Margaret A., and Glenn, Patrick O. (1993). The effects of relationship and justification on an interdependent negotiation task. Group Decision and Negotiation, 2, 135-148.
- Neale, Margaret A., and Bazerman, Max H. (1992). Negotiating rationally: The power and impact of the negotiator's frame. Academy of Management Executive, 6, 42-51.
- Bazerman, Max H., Neale, Margaret A., Valley, Kathleen L., Zajac, Edward, and Kim, Yong M. (1992). The effects of agents and mediators on negotiation outcomes. Organizational Behavior and Human Decision Processes, 53, 55-73.
- Neale, Margaret A., and Bazerman, Max H. (1992). Negotiator cognition and rationality: A behavioral decision theory perspective. Organizational Behavior and Human Decision Processes, 51, 157-175.

- Valley, Kathleen L., White, Sally Blount, Neale, Margaret A., and Bazerman, Max H. (1992). Agents as information brokers: The effects of information disclosure on negotiated outcomes. Organizational Behavior and Human Decision Processes, 51, 220-236.
- White, Sally Blount, and Neale, Margaret A. (1991). Reservation prices, resistance points, and BATNAs: Determining the parameters of acceptable negotiated outcomes. Negotiation Journal, 7, 379-388.
- Bazerman, Max H., Kim, Yong Min, and Neale, Margaret A. (1990). The role of bargaining zones and agents: A negotiation simulation. Organizational Behavior Teaching Review, 14 (3), 53-63.
- Farber, Henry S., Neale, Margaret A., and Bazerman, Max H. (1990). The role of arbitration costs and risk aversion in dispute outcomes. Industrial Relations, 29, 361-384.
- Huber, Vandra L., Northcraft, Gregory B., and Neale, Margaret A. (1990). Effects of decision context and anchoring bias on employment screening decisions. Organizational Behavior and Human Decision Processes, 45, 276-284.
- Wilson, Marie G., Northcraft, Gregory B., and Neale, Margaret A. (1989). Information competition and vividness effects in on-line judgments. Organizational Behavior and Human Decision Processes, 44, 132-139.
- Northcraft, Gregory B., Huber, Vandra L., and Neale, Margaret A. (1988). Sex effects in performance related judgments. Human Performance, 1, 161-176.
- Huber, Vandra L., Neale, Margaret A., and Northcraft, Gregory B. (1987). Judgment by heuristics: Effects of rater and ratee characteristics and performance standards on performance-related judgments. Organizational Behavior and Human Decision Processes, 40, 149-169.
- Neale, Margaret A., Huber, Vandra L., and Northcraft, Gregory B. (1987). The framing of negotiations: Context versus task frames. Organizational Behavior and Human Decision Processes, 39, 228-241.
- Northcraft, Gregory B., and Neale, Margaret A. (1987). Experts, amateurs, and real estate: An anchoring-and-adjustment perspective on property pricing decisions. Organizational Behavior and Human Decision Processes, 39, 84-97.
- Huber, Vandra L., and Neale, Margaret A. (1987). The effects of self and competitor goals on performance of an interdependent bargaining task. Journal of Applied Psychology, 72, 197-203.
- Huber, Vandra L., Neale, Margaret A., and Northcraft, Gregory B. (1987). Decision biases and personnel selection strategies. Organizational Behavior and Human Decision Processes, 40, 136-147.
- Neale, Margaret A., Bazerman, Max H., and Wilson, Marie G. (1987). Progressive approximation final offer arbitration: Matching the goals of a conflict domain. International Journal of Management, 4, 30-37.
- Huber, Vandra L., and Neale, Margaret A. (1986). Effects of cognitive heuristics and goals on negotiator performance and subsequent goal setting. Organizational Behavior and Human Decision Processes, 38, 342-365.
- Neale, Margaret A., and Northcraft, Gregory B. (1986). Experts, amateurs, and refrigerators: Comparing expert and amateur decision making on a novel task. Organizational Behavior and Human Decision Processes, 38, 305-317.

- Northcraft, Gregory B., and Neale, Margaret A. (1986). Opportunity costs and the framing of resource allocation decision. Organizational Behavior and Human Decision Processes, 37, 348-356.
- Neale, Margaret A., Northcraft, Gregory B., Magliozzi, Thomas, and Bazerman, Max H. (1986). The buyer-seller transaction: A simulation of integrative bargaining in a competitive market. Organizational Behavior Teaching Review, 10, 28-38.
- Wilson, Marie G., Northcraft, Gregory B., and Neale, Margaret A. (1985). The perceived value of fringe benefits. Personnel Psychology, 38, 309-320.
- Neale, Margaret A., and Bazerman, Max H. (1985). Perspectives for understanding negotiation: Viewing negotiation as a judgmental process. Journal of Conflict Resolution, 29, 33-55.
- Neale, Margaret A. and Bazerman, Max H. (1985). The effect of framing and negotiator overconfidence on bargainer behavior. Academy of Management Journal, 28, 34-49.
- Neale, Margaret A., and Bazerman, Max H. (1985). When will externally set aspiration levels improve negotiator performance? A look at integrative behavior in a competitive market. Journal of Occupational Behavior, 6, 19-32.
- Bazerman, Max H., Magliozzi, Thomas, and Neale, Margaret A. (1985). The acquisition of an integrative response in a competitive market. Organizational Behavior and Human Decision Processes, 35, 294-313.
- Neale, Margaret A. (1984). The effect of negotiation and arbitration cost salience on bargainer behavior: The role of arbitrator and constituency in negotiator judgment. Organizational Behavior and Human Performance, 34, 97-111.
- Neale, Margaret A. and Bazerman, Max H. (1983). The role of perspective-taking ability in negotiating under different forms of arbitration. Industrial and Labor Relations Review, 36, 378-388.
- Bazerman, Max H. and Neale, Margaret A. (1982). Improving negotiator effectiveness: The role of selection and training. Journal of Applied Psychology, 67, 543-548.

### **INVITED JOURNAL ARTICLES**

- Mannix, E.A., & Neale, M.A. (2006) Diversity at Work: Diversity in employee teams does not always equal superior performance. Scientific American Mind.
- Neale, Margaret A., Northcraft, Gregory B., and Jehn, Karen A. (1999). Exploring Pandora's box: The impact of diversity and conflict on workgroup performance. Performance Improvement Quarterly, 12, 113-126.
- Lys, Thomas Z., and Neale, Margaret A. (1996). Relative reality. Chief Executive Magazine, December, 2-3.
- Preston, Jared N., and Neale, Margaret A. (1995). Negotiating cross-culturally: The role of relationships and differences in creating and claiming value in negotiation. Sasin Journal of Management, 1, 40-48.
- Neale, Margaret A. (1995). Negotiating rationally and cross-culturally. Business Week Advance - Asia, Volume 1, New York: McGraw Hill.
- Wolf, G. W., Connolly, T., Neale, Margaret A., Northcraft, Gregory B., and Polley, R. (1984). Managerial decision making: Correcting judgmental biases. Arizona Review, 32, 23-30

**CASES**

- Neale, Margaret A, Thomas Z. Lys, and David Hoyt (2001). Long-Term Capital Management (A): Rise and Fall. Graduate School of Business, Stanford University, Case OB-36.
- Lys, Thomas Z., Neale, Margaret A., and Karagalou, Emre (2001). Abbott Laboratories: Valuing Proprietary Technologies. Kellogg School of Management, EMP-01.
- Lys, Thomas Z., Vincent, Linda, and Neale, Margaret A. (1996). For Whom the Bell Tolls: Value Destruction in the AT&T-NCR Merger. Kellogg School of Management.

**JOURNAL EDITING**

- Sneizek, Janet, and Neale, Margaret A. (Eds). (2004). Special issue of Journal of Behavioral Decision Making on "Decision Making in Groups".
- Bazerman, Max H., and Neale, Margaret A. (Eds). (1992). Special issue of Organizational Behavior and Human Decision Processes on "Decision Processes in Negotiation."

**MANUSCRIPTS UNDER EDITORIAL REVIEW**

- Fragale, Alison, Overbeck, Jennifer, & Neale, M.A.. Resources Repel, Admiration Attracts: Social Judgments Based on Targets' Power and Status Positions
- Sinaceur, M., Van Kleef, G.A., Neale, M.A., Adam, H. and Haag, C. Hot or cold? Comparing the effectiveness of anger and threat communication in negotiation. (revise and resubmit)
- Wang, L., Northcraft, G.B., Phillips, K.W., & Neale, M.A. The joint effects of expertise legitimation and expertise typicality on information utilization in task groups.
- Wiltermuth, S., and Neale, M.A. Knowing too much: The adverse impact of perceived competitive advantage in negotiations
- Wiltermuth, S., Tiedens, L.Z., & Neale, M.A. Dominance complementarity in negotiations.

**WORKING PAPERS and MANUSCRIPTS IN PREPARATION**

- Wiltermuth, S., & Tiedens, L.Z., Neale, M.A. Dominance complementarity and mimicry in negotiation: Not all strategies create value.