

Maurice E. Schweitzer

Curriculum Vitae

544 JMHH, OPIM
Wharton School
University of Pennsylvania
Philadelphia, PA 19104
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Schweitzer@wharton.upenn.edu

Education

University of California, Berkeley, Berkeley, CA

B.A. in Economics, May 1989

Honors in Economics, Honors in Arts and Sciences

University of Pennsylvania, Wharton School, Philadelphia, PA

Ph.D. in Operations and Information Management, December 1993

M.A. in Managerial Science and Applied Economics, August 1991

Veterans Administration Hospital, Philadelphia, 1993-1994

Post-Doctoral Fellow, Health Services Research and Development

Academic Positions

Wharton School, University of Pennsylvania

Cecilia Yen Koo Professor 2010- Present

Professor, 2010

Member of the Psychology Graduate Group, 2005-present

Associate Professor with Tenure, 2005-2010

Assistant Professor, 2000-2005

Lecturer, 1998-2000

Harvard Business School, Harvard University

Visiting Scholar, Spring 2008

School of Business Administration, University of Miami

Assistant Professor, 1994-1998

Research Interests

- Negotiations
- Trust
- Decision Making
 - Emotions
 - Ethical Decision Making
 - Behavioral Decision Making

Refereed Publications

Levine, E., Bitterly, T. B., Cohen, T., & Schweitzer, M. (Conditionally Accepted). Who is trustworthy? Predicting trustworthy intentions and behavior. *Journal of Personality and Social Psychology*.

Gaspar, J., Methasani, R. & Schweitzer, M. (Forthcoming). Fifty Shades of Deception: Characteristics and Consequences of Lying in Negotiations. *Academy of Management Perspectives*.

To, C., Kilduff, G., Ordonez, L. & Schweitzer, M. (Forthcoming). Going for it on fourth down: Rivalry increases risk-taking, physiological arousal, and promotion focus. *Academy of Management Journal*.

Dai, H., Dietvorst, B., Milkman, K., & Schweitzer, M. (Forthcoming). Quitting: The downside of high performance expectations. *Academy of Management Journal*.

Schweitzer, M., Ho, T. & Zhang, X. (Forthcoming). How monitoring influences trust: A tale of two faces. *Management Science*.

Warren, D. & Schweitzer, M. (Forthcoming). When lying doesn't pay: How experts detect insurance fraud. *Journal of Business Ethics*.
Bright Idea Award, 2017, Sponsored by the Stillman School of Business at Seton Hall University

Yip, J., Schweitzer, M., & Nurmohamed, S. (2018). Trash-talking: Competitive incivility motivates rivalry, performance, and unethical behavior. *Organizational Behavior and Human Decision Processes*. 144, 125-144.

Haselhuhn, M., Schweitzer, M., Kray, L., & Kennedy, J. (2017). Perceptions of high integrity can persist after deception: How implicit beliefs moderate trust erosion. *Journal of Business Ethics*. 145(1), 215-225.

Rogers, T., Zeckhauser, R., Gino, F., Norton, M., & Schweitzer, M. (2017). Artful paltering: The risks and rewards of using truthful statements to mislead others. *Journal of Personality and Social Psychology*. 112(3), 456-473.

Bitterly, T. B., Wood, A. W., & Schweitzer, M. (2017). Risky business: When humor increases and decreases status. *Journal of Personality and Social Psychology*. 112(3), 431-455.

Yip, J. & Schweitzer, M. (2016). Mad and misleading: Incidental anger promotes deception. *Organizational Behavior and Human Decision Processes*, 137, 207-217.

Barasch, A., Levine, E., & Schweitzer, M. (2016). Bliss is ignorance: The interpersonal costs of extreme happiness. *Organizational Behavior and Human Decision Processes*, 137, 184-206.

Best Empirical Paper Award, 2015 IACM Conference

Brooks, A., Schroeder, J., Risen, J., Gino, F., Galinsky, A., Norton, M., & Schweitzer, M. (2016). Don't stop believing: Rituals improve performance by decreasing anxiety. *Organizational Behavior and Human Decision Processes*, 137, 71-85.

Gaspar, J. P., Levine, E. E., & Schweitzer, M. E. (2015). Why we should lie. *Organizational Dynamics*, 44(4), 306-309.

Brooks, A. W., Gino, F., & Schweitzer, M. E. (2015). Smart people ask for (my) advice: Seeking advice boosts perceptions of competence. *Management Science*, 61(6), 1421-1435.

Yip, J., & Schweitzer, M. (2015). Trust promotes unethical behavior: Excessive trust, opportunistic exploitation, and strategic exploitation. *Current Opinion in Psychology*, 6, 216-220.

Levine, E., & Schweitzer, M. (2015). The affective and interpersonal consequences of obesity. *Organizational Behavior and Human Decision Processes*, 127, 66-84.

Levine, E., & Schweitzer, M. (2015). Prosocial lies: When deception breeds trust. *Organizational Behavior and Human Decision Processes*, 126, 88-106.

Best Paper Award, 2014, Excellence in Ethics Conference (Mendoza College of Business).

Haselhuhn, M., Kennedy, J., Kray, L., Van Zant, A., & Schweitzer, M. (2015). Gender differences in trust dynamics: Women trust more than men following a trust violation. *Journal of Experimental Social Psychology*, 56, 104-109.

Levine, E., & Schweitzer, M. (2014). Are liars ethical? On the tension between benevolence and honesty. *Journal of Experimental Social Psychology*, 53, 107-117.

Brooks, A., Dai, H., & Schweitzer, M. (2014). I'm sorry about the rain! Superfluous apologies demonstrate empathic concern and increase trust. *Social Psychological and Personality Science*, 5(4), 467-474.

Ruedy, N., Moore, C., Gino, F., & Schweitzer, M. (2013). The cheater's high: The unexpected benefits of unethical behavior. *Journal of Personality and Social Psychology*, 105(4), 531-548.

Gaspar, J. & Schweitzer, M. (2013). The emotion deception model: A review of deception in negotiation and the role of emotion in deception. *Negotiation and Conflict Management Research*, 6(3), 160-179.

Rick, S. & Schweitzer, M. (2013). The imbibing idiot bias: Consuming alcohol can be hazardous to your (perceived) intelligence. *Journal of Consumer Psychology*, 23(2), 212-219.

Gino, F., Brooks, A. & Schweitzer, M. (2012). Anxiety, advice and the ability to discern: Feeling anxious motivates individuals to seek and use advice. *Journal of Personality and Social Psychology*, 102(3), 497-512.

Dunn, J., Ruedy, N. & Schweitzer, M. (2012). It hurts both ways: How social comparisons harm affective and cognitive trust. *Organizational Behavior and Human Decision Processes*, 117(1), 2-14.

A short version of this paper with a different title was published in the Academy of Management Best Paper Proceedings, August 2004.

Haselhuhn, M., Pope, D., Schweitzer, M. & Fishman, P. (2012). The impact of personal experience on behavior: Evidence from video-rental fines. *Management Science*, 58(1), 52-61.

Gino, F., Schweitzer, M., Mead, N. & Ariely, D. (2011). Unable to resist temptation: How self-control depletion promotes unethical behavior. *Organizational Behavior and Human Decision Processes*, 115(2), 191-203.

Brooks, A. & Schweitzer, M. (2011). Can Nervous Nelly negotiate? How anxiety causes negotiators to make low first offers, exit early, and earn less profit. *Organizational Behavior and Human Decision Processes*, 115(1), 43-54.

This paper won the *Best Conference Paper with a Student as First Author Award* at the International Association for Conflict Management Conference, 2010.

Pope, D. & Schweitzer, M. (2011). Is Tiger Woods loss averse? Persistent bias in the face of experience, competition, and high stakes. *American Economic Review*, 101 (February), 129-157.

This paper was one of five finalists for the 2012 *Exeter Prize* for the best paper published in the previous year in Experimental Economics, Behavioral Economics, and Decision Theory.

Haselhuhn, M., Schweitzer, M., & Wood, A. (2010). How implicit beliefs influence trust recovery. *Psychological Science*. 21(5), 645-648.

Ruedy, N., & Schweitzer, M. (2010). In the Moment: The effect of mindfulness on ethical decision making. *Journal of Business Ethics*, 95, 73-87.

Gibson, D., Schweitzer, M., Callister, R. & Gray, B. (2009). The influence of anger expressions on outcomes in organizations. *Negotiation and Conflict Management Research*, 2(3), 236-262.

Mead, N., Baumeister, R., Gino, F., Schweitzer, M., & Ariely, D. (2009). Too tired to tell the truth: Self-control resource depletion and dishonesty. *Journal of Experimental Social Psychology*, 45 (3), 594-597.

Gino, F. & Schweitzer, M. (2008). Blinded by anger or feeling the love: How emotions influence advice taking. *Journal of Applied Psychology*. 93(5), 1165-1173.

This paper won the *Best Empirical Paper Award* in the Conflict Management Division at the Academy of Management, August 2008. A short version of this paper was published in the Academy of Management Best Paper Proceedings, August 2008.

Moran, S. & Schweitzer, M. (2008). When better is worse: Envy and the use of deception. *Negotiation and Conflict Management Research*. 1(1), 3-29.

Schweitzer, M. & Gibson, D. (2008). Fairness, feelings, and ethical decision making: Consequences of violating community standards of fairness. *Journal of Business Ethics*, 77, 287-301.

Schweitzer, M., Hershey, J., & Bradlow, E. (2006). Promises and lies: Restoring violated trust. *Organizational Behavior and Human Decision Processes*, 101(1), 1-19.

Dunn, J. & Schweitzer, M. (2005). Feeling and believing: The influence of emotion on trust. *Journal of Personality and Social Psychology*, 88(6), 736-748.

This paper won the *Best Empirical Paper Award* in the Conflict Management Division at the Academy of Management, August 2003. A short version of this paper was published in the Academy of Management Best Paper Proceedings, August 2003.

Schweitzer, M., DeChurch, L., & Gibson, D. (2005). Conflict frames and the use of deception: Are competitive negotiators less ethical? *Journal of Applied Social Psychology*, 35(10), 2123-2149.

Novemsky, N. & Schweitzer, M. (2004). What makes negotiators happy? The differential effects of internal and external social comparisons on negotiator satisfaction. *Organizational Behavior and Human Decision Processes*, 95(2), 186-197.

Schweitzer, M., Ordonez, L. & Douma, B. (2004). Goal setting as a motivator of unethical behavior. *Academy of Management Journal*, 47(3), 422-432.

A short version of this paper with a different title was published in the Academy of Management Best Paper Proceedings, August 2002.

Chinander, K. & Schweitzer, M. (2003). The input bias: The misuse of input information in judgments of outcomes. *Organizational Behavior and Human Decision Processes*, 91(2), 243-253.

Schweitzer, M., Brodt, S., & Croson, R. (2002). Seeing and believing: Visual access and the strategic use of deception. *The International Journal of Conflict Management*, 13(3), 258-275.

Schweitzer, M., & Hsee, C. (2002). Stretching the truth: Elastic justification and motivated communication of uncertain information. *The Journal of Risk and Uncertainty*, 25(2), 185-201.

Schweitzer, M., & DeChurch, L. (2001). Linking frames in negotiations: Gains, losses and conflict frame adoption. *The International Journal of Conflict Management*. 12(2), 100-113.

Schweitzer, M. & Gomberg, L. (2001). The impact of alcohol on negotiator behavior: Experimental evidence. *Journal of Applied Social Psychology*, 31(10), 2095-2126.

A short version of this paper was reprinted in *Alcohol Research*:

Schweitzer, M., & Gomberg, L. (2002). The impact of alcohol on negotiator behavior: Experimental evidence. *Alcohol Research*, 7(2), Structured Abstract 7117, 83-84.

Schweitzer, M., & Cachon G. (2000). Decision bias in the newsvendor problem with a known demand distribution: Experimental evidence. *Management Science*, 46(3), 404-420.

Schweitzer, M., & Kerr, J. (2000). Bargaining under the influence: The role of alcohol in negotiations. *Academy of Management Executive*, 14(2), 47-57.

This paper was nominated for the 2001 Dean Conley Article of the Year Award

Reprinted: Schweitzer, M., & Kerr, J. (2003). Bargaining under the influence: The role of alcohol in negotiations. In Lewicki, R., Saunders, D., Minton, J., and Barry, B. (Eds.) *Negotiation: Readings, Exercises, and Cases*, 2003, 4th Edition, McGraw Hill, New York, 480-495.

Solnick, S., & Schweitzer, M. (1999). The influence of physical attractiveness and gender on ultimatum game decisions. *Organizational Behavior and Human Decision Processes*, 79(3), 199-215.

Schweitzer, M., & Croson, R. (1999). Curtailing deception: The impact of direct questions on lies and omissions. *The International Journal of Conflict Management*, 10(3), 225-248.

Reprinted: Schweitzer, M., & Croson, R. (2004). Curtailing deception: The impact of direct questions on lies and omissions. In Menkel-Meadow, C. & Wheeler, M. (Eds.) *What's Fair? Ethics for Negotiators*, 2004, Jossey-Bass, San Francisco.

Schweitzer, M., French, M., Ullmann, S., & McCoy C. (1998). Cost-effectiveness of detecting breast cancer in lower socio-economic status African-American and hispanic women through mobile mammography services. *Medical Care Research and Review*, 55(1), 75-91.

Schweitzer M., Hershey J., & Asch, D. (1996). Individual choice in spending accounts: Can we rely on employees to choose well? *Medical Care*, 34(6), 583-593.

Schweitzer, M., & Asch, D. (1996). The role of employee flexible spending accounts in health care financing. *American Journal of Public Health*, 86(8), 1079-1081.

Schweitzer, S., Schweitzer, M., & Sourty-LeGuellec, M. (1996). Is there a U.S. drug lag? The timing of new pharmaceutical approvals in the G-7 countries and Switzerland. *Medical Care Research and Review*, 53(2), 162-178.

Schweitzer, M., & Asch, D. (1995). Timing payments to subjects of mail surveys: Cost-effectiveness and bias. *Journal of Clinical Epidemiology*, 48(11), 1325-1329.

Schweitzer, M. (1995). Multiple reference points, framing, and the status quo bias in health care financing decisions. *Organizational Behavior and Human Decision Processes*, 63(1), 69-72.

Schweitzer, M. (1994). Disentangling status quo and omission effects: An experimental analysis. *Organizational Behavior and Human Decision Processes*, 58(3), 457-476.

Book

Galinsky, A., & Schweitzer, M. (2015). *Friend & Foe: When to Cooperate, When to Compete, and How to Succeed at Both*. Random House.

Book Chapters and other Publications

Yip, J. & Schweitzer, M. (2017) "The case for trash-talking at work, according to research" *Harvard Business Review*. 18 October. 2017.

<https://hbr.org/2017/10/the-case-for-trash-talking-at-work-according-to-research>

- Haselhuhn, M., Schweitzer, M., Kray, L., & Kennedy, J. (2016). "When trust is easily broken, and when it's not." *Harvard Business Review*, 17 Feb. 2016. <https://hbr.org/2016/02/when-trust-is-easily-broken-and-when-its-not>
- Galinsky, A., Olayon, J., & Schweitzer, M. (2016). "Diversity training is not the answer." *Talent Management*. 11 Jan. 2016. http://workforcediversitynetwork.com/res_articles_DiversityTrainingNotAnswer.aspx
- Galinsky, A., & Schweitzer, M. (2016). Why every great leader needs to be a great perspective taker. *Leader to Leader*, 80, 32-37.
- Galinsky, A., & Schweitzer, M. (2016). "Why political 'bromances' come and go" *Forbes*. 24 Feb. 2016. <http://www.forbes.com/sites/galinskyschweitzer/2016/02/24/why-political-bromances-come-and-go/#5aed3fda6c05>
- Schweitzer, M., Brooks, A., & Galinsky, A. (2015). "The organizational apology: A step-by-step guide." *Harvard Business Review*, 93(9), 44–52.
- Galinsky, A., & Schweitzer, M. (2015) "VW Can't Buy Back Customer Love with Gift Cards." *Fortune*. 10 Nov. 2015. <http://fortune.com/2015/11/10/vw-scandal-volkswagen-gift-cards/>
- Galinsky, A., & Schweitzer, M. (2015) "It's Good to be the Queen...But It's Easier to be the King." *McKinsey Quarterly*. Oct. 2015. <http://www.mckinsey.com/global-themes/leadership/its-good-to-be-the-queen-but-its-easier-being-the-king>
- Galinsky, A., & Schweitzer, M. (2015) "The Problem of Too Much Talent." *The Atlantic*. 30 Sep. 2015. <http://www.theatlantic.com/business/archive/2015/09/hierarchy-friend-foe-too-much-talent/401150/>
- Schweitzer, M. & Galinsky, A. (2015). "How Sepp Blatter built FIFA into a religion." *Fortune*. 3 June 2015. <http://fortune.com/2015/06/03/how-sepp-blatter-built-fifa-into-a-religion/>
- Callister, R., B. Gray, D. Gibson, M. Schweitzer and J. Tan (2014). Anger at work: examining organizational anger norms impact on anger expression outcomes, in O.B. Ayoko, N.M. Ashkanasy and K.A. Jehn (eds), *Handbook of Conflict Management Research*, Cheltenham, UK and Northampton, MA, USA: Edward Elgar Publishing, Chapter 17.

- Ordóñez, L., Schweitzer, M., Galinsky, A., & Bazerman, M. (2009) On good scholarship, goal setting, and scholars gone wild, *Academy of Management Perspectives*, 23(3), 82-87.
- Ordóñez, L., Schweitzer, M., Galinsky, A., & Bazerman, M. (2009) Goals gone wild: The systematic side effects of overprescribing goal-setting, *Academy of Management Perspectives*, February, 6-16.
- Galinsky, A. & Schweitzer, M. (2007). Negotiators: Think before you Drink *Negotiation* (A Newsletter from Harvard Business School), 10(7), 4-6.
- Schweitzer, M. (2007). Call their bluff! Detecting deception in negotiation. *Negotiation* (A Newsletter from Harvard Business School), 10(3), 7-9.
- Schweitzer, M. (2006). Wise negotiators know when to say “I’m Sorry.” *Negotiation* (A Newsletter from Harvard Business School), 9(12), 4-6.
- Schweitzer, M. (2006). Aim high, improve negotiation results, *Negotiation* (A Newsletter from Harvard Business School), 9(8), 4-6.
- Schweitzer, M. (2006). Is your counterpart satisfied? *Negotiation* (A Newsletter from Harvard Business School), 9(4), 7-9.
- Dunn, J. & Schweitzer, M. (2006). Green and mean: Envy and social undermining in organizations. In A. Tenbrunsel (Ed.), *Research on Managing Groups and Teams (8): Ethics in Groups*. Elsevier. 177-197.
- Schweitzer, M. (2005). Negotiators Lie. *Negotiation* (A Newsletter from Harvard Business School), 8(12), 1-4.
- Schweitzer, M. & Ho, T. (2005). Trust but verify: Monitoring in interdependent relationships. In J. Morgan (Ed.), *Experimental and Behavioral Economics - Advances in Applied Microeconomics*, Volume 13, 87-106.
- Dunn, J. & Schweitzer, M. (2005). Why good employees make unethical decisions: The role of reward systems, organizational culture and managerial oversight. In R.E. Kidwell, Jr. & C.L. Martin (Eds.), *Managing Organizational Deviance*. 39-60. Thousand Oaks, CA: Sage.
- Dunn, J. & Schweitzer, M. (2004). Too good to be trusted? Relative performance, envy, and trust. In R. Weaver (Ed.), *Proceedings of the Sixty-fourth Annual Meeting of the Academy of Management (CD)*, CM, B1-B6. ISSN 1543-8643.
- Dunn, J. & Schweitzer, M. (2003). Feeling and believing: The influence of emotion on trust. In D. Nagao (Ed.), *Proceedings of the Sixty-third Annual Meeting of the Academy of Management (CD)*, CM, B1-B6. ISSN 1543-8643.

Schweitzer, M., Ordonez, L. & Douma, B. (2002). The dark side of goal setting: The role of goals in motivating unethical decision making. In D. Nagao (Ed.), *Proceedings of the Sixty-second Annual Meeting of the Academy of Management (CD)*, MOC, B1-B6. ISSN 1543-8643.

Schweitzer, M. (2001). Deception in negotiations. In S. Hoch & H. Kunreuther (Eds.), *Wharton on Making Decisions*. 187-200. New York, NY: Wiley.

Chinander, K., & Schweitzer, M. (2000). Judgments of quality: Using input quantity to evaluate outcome quality. In D. Fedor & S. Ghosh (Eds.), *Advances in Management of Organizational Quality*. **5**, 193-214. JAI Press/Elsevier Inc.

Brown D., French M., Schweitzer M., McGeary K., McCoy C., & Ullmann S. (1999). Economic evaluation of breast cancer screening - A review. *Cancer Practice*, **7**(1), 28-33.

Schweitzer, M. (1999). The construction of mental accounts in benefits decision making. *Benefits Quarterly*, **15**(1), 52-56.

Schweitzer, M., & Hershey J. (1997). Undercontribution bias in health care spending account decisions. *Benefits Quarterly*, **13**(2), 36-45.

Teaching Awards

- Excellence in Teaching Award for MBA Teaching, Wharton School 2010
- David Hauck Award for Excellence in Teaching, Wharton School 2002
- Outstanding Teaching Award, Wharton School 2002
- Whitney Award for Distinguished Undergraduate Teaching, Wharton School 2000

Selected Grant Awards

- \$180,000 2008-2012 Co-PI's: Moran, S. and Bereby-Meyer, Y. US-Israel Bi-national Science Foundation

Invited Presentations

- 1993 Harvard University (November 1993)
- 1994 University of Iowa (January 1994)
- University of Miami (February 1994)
- 1998 University of Arizona (December 1998)
- University of Chicago (April 1998)
- 2000 RAND (February 2000)
- University of Minnesota (March 2000)
- 2001 Yale University (April 2001)
- 2002 Duke University (April 2002)
- 2003 Cornell University (March 2003)

- University of California, Irvine (October 2003)
University of California, Los Angeles (October 2003)
- 2004 Harvard University (March 2004)
Northwestern University, Kellogg School (September 2004)
University of Southern California, Marshall School (October 2004)
Yale University (October 2004)
- 2005 Harvard University (September 2005)
University of Arizona (February 2005)
University of Maryland (October 2005)
- 2006 Northwestern University, Kellogg School (May 2006)
- 2007 University of California, Berkeley (October 2007)
University of California, San Diego (December 2007)
- 2008 Harvard University (March 2008)
Hebrew University, Israel (July 2008)
La Sapienza University, Italy (June 2008)
Technion University, Israel (July 2008)
Tel Aviv University, Israel (July 2008)
- 2009 University of North Carolina, Kenan-Flagler School (May 2009)
Washington University, St. Louis (October 2009)
- 2010 University of California, Los Angeles (February 2010)
New York University, Stern School (October 2010)
- 2011 University of Utah, Eccles School (May 2011)
Harvard University (September 2011)
University of Chicago, Booth School (October 2011)
- 2012 Columbia University (May 2012)
London Business School (September 2012)
- 2014 INSEAD (April 2014)
Harvard/MIT/Tufts, Program on Negotiation (October 2014)
- 2015 Ben Gurion University (January 2015)
- 2016 University of California, Los Angeles (March 2016)
Northwestern University, Kellogg School (April 2016)
- 2017 HEC, Paris, France (June 2017)
Duke University (November 2017)
- 2018 University of Utah (January 2018)
University of North Carolina (January 2018)

Editorial Positions

Associate Editor

Management Science, 2012-Present

Organizational Behavior and Human Decision Processes, 2007-2010

Negotiation and Conflict Management Research, 2006-2009

Editorial Boards

Organizational Behavior and Human Decision Processes, 2004-2007, 2010-Present

International Journal of Conflict Management, 2001-2005

Society Membership

Academy of Management; International Association for Conflict Management; Society for Judgment and Decision Making

Professional Activities

President: International Association for Conflict Management, 2018-2019

Board Member: International Association for Conflict Management, 2003-2005

Program Chair: Society for Judgment and Decision Making, 2000

Program Chair: International Association for Conflict Management, 2006

Program Committee: Society for Judgment and Decision Making, 1998, 1999, 2001

Program Committee: Behavioral Decision Research in Management, 2000, 2006, 2012

Program Committee: International Association for Conflict Management, 2000

Organizing Committee: Behavioral Decision Research in Management, 1998