

Shu-Tsen Kuo

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Education

Pamplin College of Business, Virginia Tech	Blacksburg, VA
Ph.D. in Business Administration	Expected:
Major: Organizational Behavior and Human Resource Management	May, 2025
Dissertation Title: Exploring Overt and Covert Interpersonal Exploitation from The Perspective of Power.	
Advisory Committee: Daniel Beal (Chair), William Becker, Cindy Devers, Phil Thompson, A.K. Ward	
Fisher College of Business, The Ohio State University	Columbus, OH
M.A. in Management and Human Resource	
School of Science, National Taiwan University	Taipei, Taiwan
M.S. in Industrial and Organizational Psychology	
Thesis Title: Untangling the relationships between role identity and work-family dynamics: The moderating effect of identity integration.	
Advisor: Dr. Bor-Shiuan Cheng	
Department of Psychology, University of California, Berkeley	Berkeley, CA
Exchange student	
School of Science, National Taiwan University	Taipei, Taiwan
B.S. in Psychology	

Research Interests

Power; Covert Aggression; Leader cognitions and LMX; Political Skill; Workplace Curiosity; Meta-analytic methodologies; Experiments; Agent-based model simulations

Research Publications

Thompson, P., Bolino, M., Norris, K., & **Kuo, S.-T.** (2023). Unconstructive Curiosity Killed the Cat: The Importance of Follower Political Skill and Constructive Curiosity to Avoid Perceptions of Insubordination and Unlikability. *Organizational Behavior and Human Decision Processes*, 178, Article 104275. <https://doi.org/10.1016/j.obhdp.2023.104275>

Research In Progress (* states equal contribution)

Beal, D. & **Kuo, S.-T.** [Deep acting and bi-factor modeling] (Stage: Late-stage data collection. *Targeted journal: Journal of Applied Psychology.*)

- Beal, D. & **Kuo, S.-T.** [The ugly truth: An integration of Life-History Theory and Error Management Theory to unfold the appraisal and decision-making process of imbalanced social exchange.] (Stage: Manuscript preparation. *Targeted journal: Academy of Management Review.*)
- Beal, D. & **Kuo, S.-T.** [Outlier simulation JAP Methods for meta-analytic outlier detection: Using traditional and machine learning algorithms to evaluate the roles of heterogeneity and dependent effects.] (Stage: Data analysis. *Targeted journal: Journal of Applied Psychology.*)
- Kuo, S.-T.** & Beal, D. [Meta-analysis on Power] (Stage: Data collection. *Targeted journal: Journal of Applied Psychology.*)
- Thompson, P.*, **Kuo, S.-T.***, & Devers, C. [The dark side of LMX.] (Stage: Manuscript writing. *Targeted journal: Administrative Science Quarterly.*)
- Ward, A.K., Beal, D., & **Kuo, S.-T.** [Political Similarity to Manager, Ideology, and Work Outcomes.] (Stage: Late-stage data collection. *Targeted Journal: Journal of Applied Psychology.*)
- Ward, A.K., **Kuo, S.-T.**, Bozdag, E., & Jin, Y. [An interdisciplinary review of Optimal Distinctiveness Theory.] (Stage: Manuscript writing. *Targeted journal: Academy of Management Annals.*)

Conference Presentations

- Kuo, S.-T.** & Beal, D. (2024). A deep dive on deep acting: Reconceptualization, measurement, and implications for negative affect. Annual Meeting of Academy of Management, Chicago, IL, USA.
- Ward, A.K., Beal, D., & **Kuo, S.-T.** (2023). Politics at Work: Similarity to Manager, Ideology, and Turnover Intentions. Annual Meeting of Academy of Management, Boston, MA, USA.
- Norris, K., Thompson, P., Zhang, H., & **Kuo, S.-T.** (2022). The Curiositor's Dilemma: Why Curious Employees are Perceived as Insubordinate and Unlikeable. Annual Meeting of Academy of Management, Seattle, WA, USA.
- Lin, T. T., Liao, Y. S., & **Kuo, S.-T.** (2017). Benevolent leadership in an uncertain environment: Dimensionality and contingency effects in teams. Annual Meeting of Academy of Management, Chicago, IL, USA.
- Kuo, S.-T.**, Lin, T. T., Chou, W. J., & Chien, C. J. (2013). One More Time: How Does Role Identity Contrast Influence Work Family Enrichment. Annual Meeting of Academy of Management, Orlando, FL, USA.
- Lin, T. T., Cheng, B. S. **Kuo, S.-T.** & Tsai, C. Y. (2009). Gender Differences of Paternalistic Leadership Effectiveness over Time. Annual Meeting of Academy of Management, Chicago, IL, USA.
- Wang, A.C., **Kuo, S.-T.**, Lin, T. T., Cheng, B. S. & Tsai, C. Y. (2009). Paternalistic leadership and creativity: The moderating role of leader's gender. Annual Meeting of Academy of Management, Chicago, IL, USA.
- Lin, T. T., **Kuo, S.-T.** & Cheng, B. S. (2008). Gender issues of paternalistic leadership effectiveness: Does the gender combination of supervisor-subordinate dyad matters? 6th Chinese Psychologist

Conference, Hong Kong.

Kuo, S.-T., Wu, C. H., & Yao, K. P. (2007). Self-concept certainty as a moderator for self-schema matching effect on advertisement attitude. 7th Asian Association of Social Psychology, Sabah, Malaysia.

Teaching Experience

Instructor at Virginia Tech, Pamplin College of Business, Blacksburg, VA, USA

MGT 3404 Principles of Management

Fall 2024

MGT3324 Organizational Behavior (Average evaluation: 5.08/6)

Spring 2022

Spring 2023

Panel Discussion Moderator at Virginia Tech, Pamplin College of Business, Blacksburg, VA, USA

MGT 3344 Employee and Labor Relations

Fall 2019

Professional Services and Affiliation

Department of Management, Pamplin College of Business, Virginia Tech

2023-2024 Student Representative at the Doctoral Student Research Committee

Research Methods Division, Academy of Management

2022-2024 Student Representative

OB and MOC, Academy of Management Annual Meeting

2022-2023 Reviewer

Bridge Reviewer Program, Academy of Management Review

2021 Bridge Reviewer

Honors and Awards

2023	Doctoral Summer Research Grant, funded by Pamplin College of Business, Virginia Tech
2022-2023	The Taiwanese Overseas Pioneers Grant (TOP Grants), funded by National Science and Technology Council (NSTC) Taiwan
2020	The Litschert Research Award, funded by the Litschert family to reward students with substantial research progress
2014	Fulbright Graduate Study Grant candidate, funded by Fulbright Taiwan Foundation
2010-2011	Students to Study Abroad Fellowship, funded by the Ministry of Education Taiwan
2009-2010	Rotary Master Thesis Scholarship, funded by Chung Hua Rotary Education Foundation

Invited Presentation

2021 Pamplin College of Business, Virginia Tech

Other Publication Experience

Columnist at *Lead Read Today – Fisher Leadership Initiative* at the Ohio State University

I have been publishing blog articles every other week since June, 2017. *Lead Read Today* translates up-to-date academic research findings for a lay audience. Topics I have covered in my blog include but are not limited to power and status, gender and leadership, stress management, and leader transition. <https://fisher.osu.edu/blogs/leadreadtoday/author/shu-tsen-kuo>

Industry Experience

2017-2019 External consultant in data analytics, Stay Metrics, IN, USA

Stay Metrics is a business consulting firm specializing in the trucking industry. Under the supervision of Dr. Tim Judge at Fisher Leadership Initiative at the Ohio State University, I analyzed survey and objective performance data, provided solution plans, and generated reports which are tailored to individual company's needs. Some topics that I have experienced in include work-family balance and turnover, on-boarding and orientation, and safe driving.

2008-2015 External consultant, Sinyi Realty Inc., Taiwan

Sinyi is an international real estate company branching in Taiwan, Japan, China, Hong Kong, and Malaysia with more than 5,000 employees. Since 2008, Sinyi has partnered with the Industrial and Organizational Psychology lab at National Taiwan University to investigate employee wellbeing. In particular, I designed online annual, corporate-wise wellbeing survey, analyzed multi-level panel data, and generated solutions and reports to the leadership team.