

**MATTHEW W. MCCARTER**  
**Wang–Fradkin Assistant Professor**  
**Research Affiliate, Economic Science Institute**

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**EDUCATION**

**University of Illinois at Urbana, College of Business**  
Ph.D. in Business Administration, October 2009

**Brigham Young University at Provo, Marriott School**  
B.S. in Management, May 2005

**PROFESSIONAL APPOINTMENTS**

<b>Research Affiliate</b> <i>Vernon L. Smith Economic Science Institute</i>	2013–
<b>Wang–Fradkin Assistant Professor</b> <i>Argyros School of Business &amp; Economics, Chapman University</i>	2011–
<b>Assistant Professor</b> <i>Argyros School of Business &amp; Economics, Chapman University</i>	2009–

**PROFESSIONAL AFFILIATIONS**

**Academy of Management, Member**

**International Association of Conflict Management, Member**

**International Social Dilemma Bi–annual Conference, Attendee**

**Society of Judgment and Decision Making, Member**

## AWARDS AND GRANTS

Grant Co-recipient 2013–2014	International Foundation of Experimental Economics
Wang–Fradkin Professorship 2011–2013	Chapman University
Grant Co-recipient 2013	Ralph W. Leatherby Center
Ascendant Scholar 2012	Western Academy of Management
Funding Co-recipient 2012	Charles C. Koch Foundation (courtesy of Donald R. Booth)
Grant Co-recipient 2009	University of Illinois
Award Recipient 2008	Carol Ann Kostka Foundation

## RESEARCH INTEREST

My research interest is **conflict management** with particular focus on cooperation (e.g., coordination tasks), competition (e.g., bidding in auctions), and their interaction (e.g., social dilemmas and negotiation) in various organizational contexts.

## JOURNAL ARTICLES

- McCarter, M.W., & Bonner, B.L. (2013). Glad tidings and grave warnings: The role of advice on cooperation in public goods dilemmas with value uncertainty. Lead article in *Organization Management Journal* 10(1): 1–18.
- McCarter, M.W., & Sheremeta, R. (2013). You can't place old wine in new bottles: The effect of newcomers on efficient coordination in groups. *PLoS ONE* 8(1): e55058.  
(URL: <http://www.plosone.org/article/info:doi/10.1371/journal.pone.0055058>)
- Budescu, D.V. & McCarter, M.W. (2012). It's a game of give and take: Modeling behavior in a give-or-take-some social dilemma. *Group Processes & Intergroup Relations* 15(5): 649–667.
- McCarter, M.W., Mahoney, J.T., & Northcraft, G.B. (2011). Testing the waters: How collective real options manage the social dilemma of strategic alliances. Lead article in *Academy of Management Review* 36(4): 621–640.

- McCarter, M.W., Budescu, D.V., & Scheffran, J. (2011). The give-or-take-some dilemma: An empirical investigation of a hybrid social dilemma. *Organizational Behavior & Human Decision Processes* 116(1): 83–95.
- McCarter, M.W., Rockmann, K.W., & Northcraft, G.B. (2010). Is it even worth it? The effect of loss prospects in the outcome distribution of a public goods dilemma. Lead article in *Organizational Behavior & Human Decision Processes* 111(1): 1–12.
- McCarter, M.W., & Caza, A. (2010). Toward a theory of reinstatement: Seven motivations for reinstatement as relationship repair. *Employee Responsibilities & Rights Journal* 22(4): 279–295.
- McCarter, M.W., & Caza, A. (2009). Using audience response systems in organizational research. *Journal of Management & Organization* 15(1): 122–131.
- Fawcett, S.E., Magnan, G.M., & McCarter, M.W. (2008). Supply chain alliances and social dilemmas: Bridging the barriers that impede collaboration. *International Journal of Procurement Management* 1(3): 318–342. (Equal authorship)
- Fawcett, S.E., Magnan, G.M., & McCarter, M.W. (2008). Three-stage implementation model for supply chain collaboration. *Journal of Business Logistics* 29(1): 93–112.
- Fawcett, S.E., Magnan, G.M., & McCarter, M.W. (2008). The bridges, barriers, and benefits to supply chain management. *Supply Chain Management: An International Journal* 13(1): 35–48.
- Fawcett, S.E., & McCarter, M.W. (2008). Behavioral issues in supply chain collaboration: Communicating the literature via interactive learning. *International Journal of Integrated Supply Management* 4(2): 159–180. (Equal authorship)
- Gubler, W.K., McCarter, M.W., Seawright, K.K., & Zhang, Y. (2008). Service recovery in transition economies: Russia and China. *Managing Global Transitions* 6(1): 23–51. (Equal authorship)
- McCarter, M.W., & Northcraft, G.B. (2007). Happy together? Some insights from viewing managed supply chains as social dilemmas. *Journal of Operations Management* 25(2): 498–511.
- Fawcett, S.E., Osterhaus, P., Magnan, G.M., Brau, J.C., & McCarter, M.W. (2007). Information sharing and supply chain performance: The role of connectivity and willingness. *Supply Chain Management: An International Journal* 12(5): 358–368.
- Fawcett, S.E., & McCarter, M.W. (2006). The supply chain puzzle game: Highlighting behavioral issues in supply chain management. *Decision Sciences Journal of Innovative Education* 4(2): 337–342.
- McCarter, M.W., Fawcett, S.E., & Magnan, G.M. (2005). The effect of people on the supply chain world: Some overlooked issues. *Human Systems Management Journal* 24(3): 197–208. (Equal authorship)

## **BEST PAPER PROCEEDINGS**

- McCarter, M.W., Kopelman, S., Turk, T., & Ybarra, C. (2012). How anticommons resources emerge in organizations. *Academy of Management Best Paper Proceedings*. Boston, Massachusetts.
- Caza, A., McCarter, M.W., Hargrove, D., & Wad, S. (2009). Psychological capital and observer attributions and responses in negotiation. *Academy of Management Best Paper Proceedings*. Chicago, Illinois.

## **PROFESSIONAL ARTICLE**

- Ogden, J.A., & McCarter, M.W. (2004). Better buyer–supplier relationships and increased value through supply base reduction and supplier performance measurement. *Practix* 8(December): 1–6.

## **PAPERS IN PROGRESS**

- McCarter, M.W., & Fudge Kamal, D. Fences, lifeboats, and gridlock: A social dilemma approach to public–private partnerships. Revision resubmitted to *Journal of Business Logistics*.
- McCarter, M.W., Winn, A. & Croson, R.T.A. The negotiating octopus: A serial multiple mediation model of multicomunication in negotiation.
- Fawcett, S.E., McCarter, M.W., Web, G.S., Fawcett, A.D., & Magnan, G.M. Common sense, uncommon practice: A socio–structural view of resistance to attaining relational rents.
- McCarter, M.W., Winn, A., & Galinsky, A.D. When the economics of a decision crowd out the psychology of a decision: The studies about the economic significance of auction fever.
- McCarter, M.W. & Fawcett, S.E. Blind men and elephants: Evidence of value asymmetry in strategic alliance social dilemmas.
- McCarter, M.W. Savikhin, A., & Sheremeta, R. Examining the effects of budget constraints on contribution towards cooperative and competitive dilemmas.
- McCarter, M.W. (with Kopelman, S., Okhuysen, G., Turk, T., Ybarra, C.) Too many cooks spoil the broth: How the tragedy of the anticommons emerges in organizations.
- Winn, A., & McCarter, M.W. Economic stakes as the rabbit’s foot for the bidder’s curse.

## RESEARCH IN PROGRESS

- Corgnet, B., Gonzales, R., & McCarter, M.W. Cyberloafing, incentives, and monitoring: A study using a virtual organization.
- Caldara, M., McBride, M., McCarter, M.W., & Sheremeta, R. The antecedents to conflict (escalation).
- Okhuysen, G., Bonner, B.L., & McCarter, M.W. An empirical investigation of issue order in negotiation.
- McCarter, M.W., Rockmann, K.W., & Northcraft, G.B. An empirical study of a real options approach to social dilemmas.
- Caza, A., Northcraft, G.B., & McCarter, M.W. Why there are benefits to having control over benefits at work.
- McCarter, M.W. (with Kamal Fudge, D.). An investigation about when compassion organizing leads to suffering.
- Winn, A., & McCarter, M.W. Eminent domain and the tragedy of the anti-commons.

## PRESENTATIONS

### **Selected Conference Presentations** (\* – denotes presentation [to be] made by M.W. McCarter)

- McCarter, M.W. & Kamal Fudge, D. (2013). Give some salt, take some credit, and give or take some blood stock: A social dilemma approach to the integration of supply chains in public-private partnerships. Annual Meeting of the Academy of Management, Orlando, Florida.\*
- McCarter, M.W., Kopelman, S., Turk, T., & Ybarra, C. (2012). How anticommons resources emerge in organizations. Annual Meeting of Academy of Management, Boston, Massachusetts.\*
- McCarter, M.W., & Fawcett, S.E. (2012). Blind men and elephants: A study of value asymmetry in strategic alliance social dilemmas. Annual Meeting of the International Association of Conflict Management, Stellenbosch, South Africa.\*
- McCarter, M.W., Kopelman, S., Turk, T., & Ybarra, C. (2012). How anticommons resources emerge in organizations. Annual Meeting of the International Association of Conflict Management, Stellenbosch, South Africa.\*
- McCarter, M.W. (2012). Social dilemmas in management science. Western Academy of Management, San Diego, California.\* (*Part of my receiving the 2012 WAM Ascendant Scholar Award.*)
- Fawcett, S.E., McCarter, M.W., Web, G.S., Fawcett, A.D., & Magnan, G.M. (2011). Hitting mental blocks: An inductive study into the psychological factors impeding cooperation in strategic alliances. Annual Meeting of Academy of Management, San Antonio, Texas.

- McCarter, M.W., & Budescu, D.V. (2011). Examining and modeling behavior in a hybrid social dilemma. 16<sup>th</sup> Bi-Annual International Social Dilemma Conference, Amsterdam, The Netherlands.\*
- Scheffran, J., Budescu, D.V., & McCarter, M.W. (2011). The give-or-take-some social dilemma in collective action: Simulations and exemplary cases. 16<sup>th</sup> Bi-Annual International Social Dilemma Conference, Amsterdam, The Netherlands.
- McCarter, M.W., Sheremeta, R., & Rothman, N.B. (2010). New wine in old bottles: The effect of newcomers on efficient coordination in groups. Annual Meeting of Society of Judgment and Decision Making, St. Louis, Missouri.\*
- McCarter, M.W., & Northcraft, G.B. (2010). The longest journey begins with a single step: Applying, testing, and extending a real options approach to collective action social dilemmas. Annual Meeting of Academy of Management, Montreal, Canada.\*
- McCarter, M.W., & Bonner, B.L. (2010). Glad tidings and grave warnings: The effect of advice on cooperation when producing public goods. Annual Meeting of Academy of Management, Montreal, Canada.\*
- McCarter, M.W., & Bonner, B.L. (2010). Glad tidings and grave warnings: The effect of advice on cooperation when producing public goods. Annual Meeting of the International Association of Conflict Management, Boston, Massachusetts.\*
- McCarter, M.W., Budescu, D.V., & Scheffran, J. (2010). The give-or-take-some dilemma: An empirical investigation of a hybrid social dilemma. Annual Behavioral Decision Research in Management Conference, Pittsburg, Pennsylvania.\*
- Caza, A., McCarter, M.W., Hargrove, D., & Wad, S. (2009). Psychological capital and observer attributions and responses. Annual Meeting of Academy of Management, Chicago, Illinois.
- McCarter, M.W., & Budescu, D.V. (2009). The give-or-take-some social dilemma. European Association for Decision Making, Rovereto, Italy.
- McCarter, M.W., Budescu, D.V., & Scheffran, J. (2009). The give-or-take-some dilemma of collective action. Group Decision & Negotiation Meeting, Coimbra, Portugal.
- McCarter, M.W., & Caza, A. (2008). Social dilemmas in the classroom. Babson College, Organizational Behavior Teaching Conference, Boston, Massachusetts.\*
- McCarter, M.W., & Caza, A. (2008). Toward the study of reinstatement in organizations. Annual Meeting of Academy of Management, Anaheim, California.\*
- McCarter, M.W., Northcraft, G. B., & Rockmann, K. (2008). The effect of outcome variance in public goods dilemmas. Annual Meeting of Academy of Management, Anaheim, California.\*

- McCarter, M.W., & Budescu, D.V. (2007). Asymmetry & social value orientation among groups in a give-or-take-some dilemma. 12<sup>th</sup> International Conference on Social Dilemmas, Seattle, Washington.\*
- Fawcett, S.E., & McCarter, M.W. (2007). The supply chain puzzle game. Annual Decision Sciences Institute Conference, Phoenix, Arizona.
- McCarter, M.W., & Northcraft, G.B. (2007). The effect of outcome variance in public goods dilemmas. Annual Informs Conference, Seattle, Washington.\*
- McCarter, M.W., & Northcraft, G.B. (2006). Happy together? Some insights & implications of viewing managed supply chains as a social dilemma. Annual Meeting of Academy of Management, Atlanta, Georgia.\*
- McCarter, M.W., Fawcett, S.E., & Ogden, J.A. (2005). Behavioral issues of supply chain management. 16<sup>th</sup> Annual North American Research/Teaching Symposium on Purchasing & Supply Chain Management Phoenix, Arizona.\*

### **Invited Presentations and Seminars**

- Economic Institute for Judges*, George Mason University, School of Law. Orange, CA, March 2013.
- University of Texas*, College of Business. San Antonio, TX, October 2012.
- Brigham Young University*, Marriott School of Management. Provo, UT, October 2012.
- Institute of Supply Management*, Los Angeles Chapter, Los Angeles, CA, April 2012.
- Economic Institute for Judges*, George Mason University, School of Law. Orange, CA, March 2012.
- Northrop Grumman*, Northrop Grumman Club, Los Angeles, CA, September 2011.
- Chapman University*, Board of Counselors, Orange, CA, May 2011.
- Institute of Supply Management*, Los Angeles Chapter, Los Angeles, CA, October 2010.
- National Association of Supply Management*, Los Angeles, CA, September 2010.
- University of Texas at Pan American*, College of Business. Edinburg, TX, 2008.
- Chapman University*, George L. Argyros School of Business. Orange, CA, 2008.
- University of Nebraska at Omaha*, College of Business Administration. Omaha, NE, 2008.
- University of Illinois at Urbana*, OB Professional Seminar Series. Champaign, IL, 2008.
- University of Illinois at Urbana*, OB Professional Seminar Series. Champaign, IL, 2007.

## COURSES TAUGHT

### Core Courses:

- *Creating & Sustaining a Competitive Advantage, E-MBA, Argyros School of Business & Economics*
- *Management and Organization Behavior, MBA, Argyros School of Business & Economics*
- *Principles of Management, Undergraduate, Argyros School of Business & Economics*

## PEDAGOGICAL DEVELOPMENT AND RENEWAL

*Intense Work Team Exercise and Debrief.* Designed, organized and led team exercise for experimental learning course with part-/ full-time MBAs to have teams raise money for local charities in 48 hours. Debrief involves issues of coping with surprises when organizing and inherent paradoxes facing work group.

*Team Paperclip Exercise.* Designed, organized, and led team exercise for experimental learning course with part-/ full-time MBAs to trade for items to be auctioned for local charities. This exercise is an adaptation of the *Paperclip Exercise* designed by the Dispute Resolution and Research Center (DRRC) at Northwestern University.

Participant in the *Dispute Resolution and Research Center's Bi-annual Training for Conflict Management Pedagogy*. Hosted by Kellogg School of Business and Harvard Business School. 2008 & 2010

## MEDIA COVERAGE

Get Creative! *Chapman Magazine*, Spring 2012.

The ESI Associates Program, *Economic Science Institute News*, January, 2012.

MBA teamwork nets thousands for Orange County charities. *Chapman News*, December 5, 2011.

Alumni News. *Marriott Alumni Magazine*, Fall 2011.

Chatter: Students with a pearl necklace. *Chapman Magazine*, Summer 2011.

Professors Piper, McCarter, Estes receive top awards at faculty convocation. *Chapman News*, May 17, 2011.

Students string trades into a strand of pearly happiness for a local charity. *Happenings at Chapman University*, May 12, 2011.

16<sup>th</sup> Graduate Workshop in Experimental Economics, *Economic Science Institute News*, January 2011.



MBA students spin one paperclip into charity gold. *Happenings at Chapman University*, January 6, 2011.

MBA Students Negotiate Auction Items to Raise More than \$2k for Charity, *The Source at Chapman University*, Fall 2011.

First we try, then we trust, *The Source from the National Association of Purchasing Management*, NAPM, San Fernando Valley, California, September 2010.

Faculty Activity, *The Source at Chapman University*, Spring 2010.

Spreading the Wealth, *National Affairs*, March 26, 2010.

Chapman Business Professor on Toyota Woes: Trust is Fragile, *Orange County Register*, February 24, 2010.

15<sup>th</sup> Graduate Workshop in Experimental Economics, *Economic Science Institute News*, January 2010.

Strategic Alliances, *Perspectives Magazine*, Fall 2009, Vol. 8(2), p. 24.  
(<http://www.business.illinois.edu/publications/Perspectives/2009-fall.pdf>)

Reinstatement in Organizations, *insideillinois*, June 2009. Excerpts of this article were reprinted at *Yahoo-India.com*, *Firstscience.com*, *E-science.com*, *Sciencecodex.com*, *Physorg.com*, *redorbit.com*, *sciencedaily.com*, *University of Illinois Business News*, *Prokerala.com*, *India-server.com*, *newkerala.com*, *Taragana.com*, *Newstin.com*, and *Sindh Today News*.

## **ADMINISTRATIVE SERVICE**

### **Argyros School Service**

*Representative*, Argyros School of Business, Chapman University Faculty Senate, 2011–2013

*Experiment and Web Software Search Committee Member*, Argyros School of Business, 2011–2012

*Student Independent Study Advisor*, Argyros School of Business, 2010–2011

*Strategy Faculty Search Committee Member*, Argyros School of Business, 2009–2012

### **Chapman University Service**

*Mentor* for business students for the Marriott School of Management Alumni Mentor Program, Brigham Young University, Provo, UT. March 2011–

*Presenter* at the Doctoral Workshop on Social Dilemma Research, PhD Student Conference in Experimental Economics, Economic Sciences Institute, Chapman University, January 2011

*Presenter* at the Doctoral Workshop on Negotiation Research, PhD Student Conference in Experimental Economics, Economic Sciences Institute, Chapman University, January 2010

## **Guest Lecturing and Seminars**

*Seminar on Team Decision Making*, Northrop Grumman Club, Los Angeles, CA, September 2011

*Seminar on Negotiation and Management*, E-MBA Program, Chapman University, Fall 2011. (Student evaluations for this seminar was 4.91 and faculty presentations ranged from 4.43 to 5.00 and averaged 4.80)

*Seminar on Simulation-based Learning*, Board of Counselors, Chapman University, Spring 2011

## **National & International Academic Service**

*International Association of Conflict Management*, Session Chair at Annual Conference, 2010

*Academy of Management*, Adopt a New Member Program Volunteer, 2010

*Academy of Management Conference*, Regular and Emergency Reviewer, 2005–

*International Association of Conflict Management Conference*, Reviewer, 2009–

*Decision Sciences Institute Conference*, Reviewer, 2006

*Organizational Behavior Teaching Conference*, Reviewer, 2008

*Academy of Management*, Volunteer at New Doctoral Student Consortium, 2006

## **Professional & Community Service**

*National Association of Purchasing Management*, San Fernando Valley Chapter, San Fernando Valley, California. Provided 30 executives training concerning trust building in strategic alliances. *September 15, 2010*. Averaged overall satisfaction with training: 4.56/5.

*Orange County Children's Therapeutic Arts Center*, Santa Ana, California. Designed and mobilized MBA and Undergraduate exercises for raising money for charity. *Fall 2010–May 2013*. General Board Member, *March 2011–May 2013*.

*Institute of Supply Management*, Los Angeles Chapter, Los Angeles, California. Provided 30 executives training concerning trust building in strategic alliances. *October 7, 2010*. Final teaching evaluation score are not available.

## **Reviewing for Journals (by field)**

### Organization and Management

*Journal of Business & Management, Journal of Business Research, Journal of Management Education, Journal of Management Inquiry, Journal of Management Studies, Organization Science, Organizational Behavior & Human Decision Processes*

### Economics

*Computational Economics, International Journal of Production Economics, Journal of Economic Behavior & Organization, Journal of Public Economics, Managerial & Decision Economics*

### Social Psychology

*Group Dynamics, Psychological Science*

### Operations Management

*Annals of Operations Research, Journal of Operations Management, Production Planning & Control, Transportation Research: Part E, Supply Chain Management: An International Journal*

### Sundry

*IBM Journal of Research & Development, World Applied Sciences Journal*

## **REFERENCES**

### **J. Keith Murnighan**

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### **Adam D. Galinsky**

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### **Rachel T. A. Croson**

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## BIOGRAPHY

**Matthew W. McCarter** earned his B.S. in management from Brigham Young University at Provo, Utah and received a Ph.D. in business administration from the College of Business at the University of Illinois at Urbana–Champaign. He is the current holder of the Wang–Fradkin Professorship (Chapman’s highest faculty research award [2011–2013]), is an assistant professor of management in the Argyros School of Business and Economics at Chapman University, and a research affiliate at the Economic Science Institute. He is the recipient of the 2012 Ascendant Scholar Award of the Western Academy of Management.

Matthew’s research interest is **conflict management** with particular interest in interdependent decision making (such as social dilemmas, negotiation, and coordination tasks), competitive decision making (such as auctions), and relationship repair at various levels and contexts of organization. Matthew bridges scholarly conversations by teaming with scholars across a variety of fields – e.g., organizational behavior, operations management, managerial economics, strategic management, experimental economics, quantitative psychology, social psychology, and geography – to study strategies that organizations may employ to increase effective decision making, trust, and pro-social behavior in a variety of business ventures; e.g., alliances, supply chains, public–private partnerships, work teams, and communities. His work provides remedies for a variety of resource management issues: such as avoiding blackouts with shared energy grids, encouraging international funding for green initiatives, and fostering voluntary cooperation to sustain environmental and organizational resources.

Matthew employs field survey, case study, simulations, and experimental research methods to capture a fuller picture of how conflict can be effectively managed and collective action achieved in organizational settings. His research is published in the *Academy of Management Review*, *Organizational Behavior & Human Decision Processes*, *Journal of Operations Management*, *Journal of Business Logistics*, *Group Processes & Intergroup Relations*, *Public Library of Science (PLOS) ONE*, *Organization Management Journal*, *Employee Responsibilities & Rights Journal*, *Journal of Management & Organization*, *Supply Chain Management: An International Journal*, *Decision Sciences Journal of Innovative Education*, *Human Systems Management Journal*, *Managing Global Transitions Journal*, *International Journal of Procurement Management*, and *International Journal of Integrated Supply Management*.

Matthew currently resides in Anaheim, California with his wife, Miriam Ellis of Lehi, Utah, and their four children. He enjoys traveling with his wife, Cub Scouting and Role Playing (RPG) with his sons, playing with his daughter, practicing Karate, and playing chess.