

**CASSANDRA CHAMBERS**  
Doctoral Candidate: Management and Organizations  
Stephen M. Ross School of Business  
University of Michigan

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## **EDUCATION**

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### **University of Michigan, Stephen M. Ross School of Business**

PhD in Business Administration: Management and Organizations, Expected April 2018

### **University of Florida, Hough Graduate School of Business**

MBA, Beta Gamma Sigma, 2011

### **University of California Los Angeles**

BA in Political Science, Magna cum Laude, 2004

## **DISSERTATION**

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**Title:** Robust Systems of Cooperation  
(Proposal Defended: June 2017)

**Abstract:** This dissertation examines the robustness of systems of cooperation in the presence of performance rankings. A system of cooperation refers to a bounded set of actors in which cooperative behaviors are linked over time through ongoing, regular interactions. These systems often operate in contexts that feature performance rankings (e.g., the ride-sharing company Uber uses a “rank and yank” performance evaluation system while still expecting cooperation between employees on complex cooperative coding tasks). Yet, a growing body of research is highlighting potentially disruptive effects of performance rankings, such as extreme competition, sabotage, and deception. This suggests that performance rankings may unexpectedly introduce negative dynamics into a system that drive actors toward uncooperative behaviors. To this end, I investigate how systems of cooperation withstand or succumb to performance rankings. In Chapter 1, I use a between-groups, no-deception experimental design that includes 74 groups, 592 individuals, and 22,000 cooperation decisions to document the disruptive effects of performance rankings on systems of cooperation and provide an explanation as to why some systems can be robust. In Chapter 2, I use non-public archival data from an online community that features 7 million users’ performance ranking histories and records of cooperative behaviors and cheating to track how actors’ movements through rankings inspire both cooperative and uncooperative behaviors. In so doing, I examine whether systems of cooperation can absorb the negative externalities that performance rankings create.

**Committee Members:** Wayne Baker (Co-Chair), Maxim Sytch (Co-Chair), Gerald Davis, James Walsh, Scott Page

## **WORKING PAPERS**

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Chambers, CR and Baker, WE (Preparing manuscript for submission). The Disruption and Recovery of Cooperation. *Target: American Sociological Review*

Chambers, CR (Preparing manuscript for submission). Between Two Extremes: Oscillation as a Mechanism for the Maintenance of Conflicting Organizational Identities

*Target: Administrative Science Quarterly*

*\*Runner up for OMT's Best Student Paper Award 2017*

Sytch, M and Chambers, CR (Drafting manuscript). Following the Crowd: When a Decrease in Uncertainty Amplifies Social Influence

Chambers, CR (Data analysis stage). With Cheaters we all Prosper?: Examining how Movements through a Reputation Ranking affect Cooperative Behavior

### **WORK IN PROGRESS**

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Baker, WE, and Chambers, CR (Data analysis stage). Shifting Cooperative Strategies: Micro-Movements through Systems of Cooperation

Chambers, CR, Baker, WE, and Uribe, J (Data collection in progress). The Ebb and Flow of Systems of Cooperation in Competitive Environments

Chambers, CR, Turek, A, and Sytch, M (Conceptual stage). How Many Others are Knee Deep in the Big Muddy?: Robust Decision-Making in the Presence of Social Influence

### **PUBLICATIONS**

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Thomas, RE and Aceves, C (2013). Coalition formation and battles to effect intellectual property policy change in the age of ACTA, AIA and the SHIELD Act. *The Changing Face of US Patent Law and Its Impact on Business Strategy*, 15-41.

### **AWARDS & HONORS**

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- Runner up for the OMT Best Student Paper Award, 2017
- ABCD Reviewer Award, OMT Division, 2017
- Ross School of Business Research Grant (University of Michigan), 2017
- Rackham Graduate School Student Research Grant (University of Michigan), 2017
- Hellen Huff Schell Scholarship, Center for the Education of Women (University of Michigan), 2016
- Rackham Pre-Candidacy Graduate Student Research Grant (University of Michigan), 2014

### **CONFERENCE PRESENTATIONS**

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Chambers, CR and Baker, WE 2017. The Disruption and Recovery of Cooperation. Research Presentation at the 10<sup>th</sup> annual People and Organizations Conference, the Wharton School of Business, University of Pennsylvania.

Chambers, CR 2017. Between Two Extremes: Oscillation as a Mechanism for the Maintenance of Conflicting Organizational Identities. Research presentation at the 77<sup>th</sup> annual Meeting of the Academy of Management, Atlanta, GA

Chambers, CR and Baker, WE 2017. The Disruption and Recovery of Cooperation. Research presentation at the 8<sup>th</sup> biennial Positive Organizational Scholarship Research Conference, Ann Arbor, MI

Aceves (Chambers), CR 2015. Re-donning a Lost Halo: Examining the Stability of Reputational Orderings. Research presentation at the 6<sup>th</sup> annual Reputation Symposium, Oxford, UK

Aceves (Chambers), CR and Baker, WE 2015. When Helping Others Get Ahead Puts Me Behind: Exploring the Co-Existence of Social Comparison Factors and Generalized Reciprocity. Research presentation at the 7<sup>th</sup> biennial Positive Organizational Scholarship Research Conference, Lake Buena Vista, FL

Aceves (Chambers) CR 2014. Entrepreneurs Enacting Conflicting Organizational Identities to Gain Legitimacy. Research presentation at the 74<sup>th</sup> annual Meeting of the Academy of Management, Philadelphia, PA

Aceves (Chambers), CR, Garrett, L, Hardin, AE, and Quinn, RE 2013. Discovering Your Solar System: Identifying and Crafting Your Research Identity. Professional Development Workshop to be hosted at the 73<sup>rd</sup> annual Meeting of the Academy of Management, Lake Buena Vista, FL

## **TEACHING EXPERIENCE**

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### **University of Michigan, Stephen M. Ross School of Business**

#### BBA Instructor

- BA200: Businesses & Leaders: The Positive Differences, Sole Instructor for BBA Core Course, Fall 2016. Instructor Rating 4.9/5.0 (Average instructor rating 4.5)
- BA200: Businesses & Leaders: The Positive Differences, Sole Instructor for BBA Core Course, Fall 2014. Instructor Rating 4.8/5.0 (Average instructor rating 4.2)

#### MBA Teaching Assistant

- MO501: Human Behavior & Organizations, Masters in Management Core, Fall 2015
- MO557: Positive Leadership & Organizing MBA Elective, Fall 2015
- LAW549: Management & Organizations for Lawyers, Law Elective, Fall 2015
- EMBA632: Leading Organizational Change, Executive MBA course, Spring/Summer 2015
- WMBA509: Human Behavior & Organization: Managing for Excellence in Organizations, MBA Core Course, Winter 2015
- MO503: Leading People & Organizations, MBA Core Course, Fall 2014
- WMBA612: Bargaining & Influence Skills: Negotiating Strategy in a Global Economy, MBA Elective, Fall 2014

### **University of Florida, Hough Graduate School of Business**

#### MBA Teaching Assistant

- BUL5810: The Legal Environment of Business, MBA Core Course (multiple offerings 2011-2012)

## **PROFESSIONAL SERVICE**

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- Ad hoc Reviewer, *American Journal of Sociology*
- Reviewer, AOM Annual Meetings (BPS & OMT Divisions), 2015-present
- Ross School of Business PhD Grants Committee Reviewer, 2014-present

### **University of Michigan**

- University of Michigan Undergraduate Research Opportunity Program: supervised two undergraduate research assistants, 2013-2015
- PhD Forum Communications officer, 2013-2014
- Member of the Doctoral Admissions Committee, 2013

**Academy of Management**

- OMT Café Chat Host, AOM Conference 2015, 2016
- The ASQ Student Blog (ASQblog.com), Co-Organizer & Contributor, 2014-2016
- ASQ Student Community Facebook, Founder & Contributor

**Professional Associations**

- Academy of Management (2012 – Present)
- American Sociological Association (2015-Present)

**PROFESSIONAL EXPERIENCE**

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|---|------------------------------|
| • Dentsply International<br>Account Manager | 2008-2011<br>Gainesville, FL |
| • Ferrellgas<br>Regional Account Manager    | 2005-2007<br>Berkeley, CA    |