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Educational History

University of Delaware, B.A., Psychology, 1961
University of North Carolina, M.A., Psychology, 1964
University of North Carolina, Ph.D., Psychology, 1965

Employment History

Permanent Positions:

University of California, Santa Barbara, 1964 - 1992

Department of Psychology	
1964-68	Assistant Professor
1968-74	Associate Professor
1974-92	Professor
1982-85	Chair

Northwestern University, 1992-present

J. L. Kellogg Graduate School of Management
Morris and Alice Kaplan Professor of Ethics and Decision in Management
Co-Director, Ford Motor Company Center for Global Citizenship

Temporary Positions:

University of Leiden, The Netherlands, 1969-1970

Fulbright Visiting Lecturer in Psychology

University of Bergen, Norway, 1975-1977

Director, University of California Study Center

University of Groningen, The Netherlands, 1984

Department of Psychology, Fulbright Senior Research Scholar

University of Groningen, The Netherlands, 1991

Institute of Social Science Information Technology, Visiting Scientist

Major University Administrative Positions

Chair, Academic Senate Committee on Research, 1972-73
Chair, Graduate Council, 1978-80
Chair, Academic Senate, Santa Barbara Division, 1981-82
Chair, Department of Psychology, 1982-85

Major Editorial Activities

Editor: Journal of Experimental Social Psychology. 1987-1990
Associate Editor: Journal of Experimental Social Psychology. 1980-1983
Editorial Board Member (Current):
Social Justice Research
European Review of Social Psychology
Business Ethics Quarterly
Personality and Social Psychology Review

Recent Professional Activity

Organizer, Third International Conference on Social Dilemmas. University of Groningen, The Netherlands, 1988.
Participant, Research Group on Game Theory in the Behavioral Sciences. Center for Interdisciplinary Research, University of Bielefeld, FRG, 1988.
Participant, National Academy of Science Workshop on Nationalism and International Conflict. Washington, D.C., 1988.
Member, Organizing Committee, 12th Research Conference on subjective Probability, Utility, and Decision Making. Moscow, USSR, 1989.
Organizer, Conference on Behavioral Research and Business Ethics. Northwestern University, 1994.
Organizer, 6th International Conference on Social Dilemmas. Wassenaar, The Netherlands, June 1995.
Organizer, Conference on Shared Cognition in Organizations. Northwestern University, November 1996.
Organizer, Conference on Ethics and Social Influence in Organizations. Northwestern University, June 1998.
Organizer, Conference on the Psychology of Leadership. Northwestern University, August 2000.
Organizer, 9th International Conference on Social Dilemmas. Chicago, IL, July, 2001.

Honors & Awards

Invited Fellow: Center for Advanced Studies in Behavioral Science, 2001-2002

Fulbright Travel Grant, 1969-1970

Fulbright Senior Research Scholar, 1984

Distinguished Alumnus Award, Psychology Department, University of North Carolina, 1986

National Academy of Science East-West Exchange Fellow, Budapest, Hungary, 1990

Visiting Fellow, Japanese Society for the Promotion of Science, Hokkaido University, 1995

Organizational Memberships

Academy of Management

American Psychological Society

European Association for Experimental Social Psychology

Society for Business Ethics

Society for Experimental Social Psychology

Society for Personality and Social Psychology

Recent Invited Lectures (since 1999)

Reconati Alumni Lecture, Tel Aviv (June 1999); Keynote and research address, Social Dilemmas Conference, Israel (July 1999); Ruffin Lectures discussant, Charlottesville, VA (October 1999); "Psychology and Diplomacy," International Congress of Psychology, Stockholm (July 2000); "Influence and Ethics," Academy of Management, Toronto (August, 2000); "The Psychological Exchange Between Leaders and Followers," Conference on the Psychology of Leadership, Evanston (August 2000); "Psychological Barriers to Ethical Decision Making," Master Lecture on Business Ethics, Wharton School, Philadelphia (February, 2001); "Thoughts on the Psychology of Leadership," Conference on the Training of Leaders, U.S. Military Academy, West Point (March, 2001); Kellogg-Reconati Alumni Club Lecture, Tel Aviv (June 2001); Opening Address and Co-Organizer of the 9th International Conference on Social Dilemmas, Chicago (July 2001); Invited Colloquium, Department of Psychology, Stanford University (October 2001); Two Seminars on Memory and Affect in Decision Making, Center for Advanced Studies in Behavioral Sciences (November and December 2001); International Forum on Business Ethics, City University of Hong Kong (January 2002); Invited Workshop on Leadership and Business Ethics, Tulane University (March 2002); Invited Participant, Workshop on New Terms of Engagement for Global Leaders, Simon Fraser University, Vancouver (April 2002); Invited Discussant, Ruffin Lectures on Business Ethics, Darden School, University of Virginia (April 2002); Harvard University (September, 2002); Hong Kong UST (February, 2003); Discussion of BASE major, Stanford Workshop on Social Innovation (February, 2003); Workshop on Biotech Ethics, Allen Center (April, 2003); Invited Lecture at Impact Chicago (May, 2003); Invited Lecture at Organizational Justice Round Table, Utrecht, Holland (June, 2003); Discussant, Conference on Conflict of Interest, Carnegie Mellon University (September 2003); Invited Lecture and discussant, Conference on Human Behavior and Environmental Sustainability, University of Groningen, Holland (October, 2003); Panel Moderator,

Workshop on Business Ethics, National Association of Corporate Directors, Chicago (February, 2004).

Publications

1. Messick, D. M., & Rapoport, A. (1963). The effect of payoff functions on multiple-choice decision behavior (Rep. No. 34). Chapel Hill: University of North Carolina, Psychometric Laboratory.
2. Messick, D. M. (1963). Bayesian decision theory, game theory, and group problem solving (Rep. No. 35). Chapel Hill: University of North Carolina, Psychometric Laboratory.
3. Messick, D. M., & Rapoport, A. (1964). Expected value and response uncertainty in multiple-choice decision behavior (Rep. No. 40). Chapel Hill: University of North Carolina, Psychometric Laboratory.
4. Messick, D. M. (1964). Sequential information seeking: Effects of the number of terminal acts and prior information (Rep. No. 41). Chapel Hill: University of North Carolina, Psychometric Laboratory.
5. Messick, D. M. (1964). Sequential information seeking: An optimal strategy and other results (Rep. No. 42). Chapel Hill: University of North Carolina, Psychometric Laboratory.
6. Messick, D. M., & Rapoport, A. (1964). Computer controlled experiments in psychology. Behavioral Science, *9*, 378-382.
7. Messick, D. M. (1964). Sequential information seeking: Effects of prior information and the number of terminal acts. Psychonomic Science, *1*, 335-336.
8. Messick, D. M., & Rapoport, A. (1965). A comparison of two payoff functions on multiple-choice decision behavior. Journal of Experimental Psychology, *69*, 75-83.
9. Messick, D. M., & Rapoport, A. (1965). Expected value and response uncertainty in multiple-choice decision behavior. Journal of Experimental Psychology, *70*, 224-230.
10. Messick, D. M. (1965). The utility of variability in probability learning. Psychonomic Science, *3*, 355-356.
11. Messick, D. M. (1965). Review of G. A. Miller's Mathematics and Psychology. Educational and Psychological Measurement, *25*, 625-627.
12. Messick, D. M. (1965). Review of Frederiksen & Gullibsen's (Eds.) Contributions to Mathematical Psychology, Educational Psychological Measurement, *25*, 887-900.
13. Messick, D. M., & Rapoport, A. (1966). A supplementary study of response

- uncertainty and relative expected value in multiple-choice decision behavior. Psychonomic Science, 4, 143-144.
14. Butcher, N. J., & Messick, D. M. (1966). Parent-child profile similarity and aggression: A preliminary study. Psychological Reports, 18, 440-442.
 15. McClintock, C. G., & Messick, D. M. (1966). Empirical approaches to game theory and bargaining: A bibliography [Special issue]. In L. von Bertalanffy & A. Rapoport (Eds.), General systems (11th ed., pp. 229-238).
 16. Messick, D. M. (1967). Interdependent decision strategies in zero-sum games: A computer-controlled study. Behavioral Science, 12, 33-48.
 17. Messick, D. M., & Thorngate, W. B. (1967). Relative gain maximization in experimental games. Journal of Experimental Social Psychology, 3, 85-101.
 18. Messick, D. M. (1967). Review of Luce, Galanter, & Bush (Eds.) Handbook of mathematical psychology: Vol. II. Journal of the American Statistical Association, 62, 704-707.
 19. Messick, D. M., & McClintock, C. G. (1967). Measures of homogeneity in two-person, two-choice games. Behavioral Science, 12, 474-479.
 20. Exline, R. V., & Messick, D. M. (1967). The effects of dependency and social reinforcement upon visual behavior during an interview. British Journal of Social and Clinical Psychology, 6, 256-266.
 21. Messick, D. M., & McClintock, C. G. (1968). Motivational bases of choice in experimental games. Journal of Experimental Social Psychology, 4, 1-25.
 22. Messick, D. M. (1968). Choice behavior as a function of expected payoff. Journal of Experimental Psychology, 76, 544-549.
 23. Messick, D. M. (Ed.). (1968). Mathematical thinking in the behavioral sciences: A Scientific American reader. San Francisco: W. H. Freeman & Co.
 24. Messick, D. M. (1970). Some thoughts on the nature of human competition. Hypotheses, 14, 38-52.
 25. Foley, J. M., Lockhart, R. A., & Messick, D. M. (Eds.). (1970). Contemporary readings in psychology. New York: Harper Row.
 26. Messick, D. M. (1970). Learning probabilities of events: A discussion. Acta Psychologica, 34, 172-183.
 27. McNeel, S. P., & Messick, D. M. (1970). A Bayesian analysis of subjective probabilities of interpersonal relationships. Acta Psychologica, 34, 311-321.

28. Messick, D. M. (1971). Logical aspects of social inference. Proceedings of the Third Research Conference on Subjective Probability, Utility, and Decision Making (pp. 61-83). London: Uxbridge University Press.
29. Messick, D. M. (1972). Some statistical terms and concepts. In C. G. McClintock (Ed.), Experimental social psychology (p. 571). New York: Holt.
30. Messick, D. M. (1972). Review of "Small Group Performance" by T. B. Roby. Psychometrika, March, 111-112.
31. Messick, D. M., & Campos, F. T. (1972). Training and conservatism in subjective probability revision. Journal of Experimental Psychology, 94, 335-337.
32. Messick, D. M. (1972). A stochastic model of preference in decomposed games. In H. Sauermann (Ed.), Contributions to experimental economics: Vol. III (pp. 363-394). Tubingen: Mohr.
33. Messick, D. M., & Reeder, G. (1972). Perceived motivation, role variations, and attribution of personal characteristics. Journal of Experimental Social Psychology, 8, 482-491.
34. Messick, D. M. (1972). Decisions as transitions. Abstract Guide to XXth International Congress of Psychology, Tokyo, 234-235.
35. McClintock, C. G., Messick, D. M., Campos, F. I., & Kuhlman, M. (1973). Motivational bases of choice in three choice decomposed games. Journal of Experimental Social Psychology, 9, 572-590.
36. Messick, D. M. (1973). To join or not to join: An approach to the unionization decision. Organizational Behavior and Human Performance, 10, 145-156.
37. Messick, D. M., & Reeder, G. D. (1973). Roles, occupations, behaviors, and attributions. Journal of Experimental Social Psychology, 9, 126-132.
38. Messick, D. M. (1974). Bigger and better (review of Hays, "Statistics for the Social Sciences"). Instructional Science, 2, 503-504.
39. Messick, D. M. (1974). When a little "group interest" goes a long way: A note on social motives and union joining. Organizational Behavior and Human Performance, 12, 331-334.
40. Messick, D. M. (1976). Comment on Campbell. American Psychologist, 31, 366-369.
41. McCrimmon, K. R., & Messick, D. M. (1976). A framework for social motives. Behavioral Science, 21, 86-100.

42. Reeder, G. D., Messick, D. M., & Van Avermaet, E. (1977). Dimensional asymmetry in attributional inference. Journal of Experimental Social Psychology, 13, 46-57.
43. Messick, D. M. (1979). Rasch models and games (book review). Contemporary Psychology, 24, 587-589.
44. Messick, D. M., & Sentis, K. P. (1979). Fairness and preference. Journal of Experimental Social Psychology, 15, 418-434.
45. Harris, R., Messick, D. M., & Sentis, K. P. (1981). Proportionality, linearity, parameter constancy: Messick and Sentis reconsidered. Journal of Experimental Social Psychology, 17, 210-225.
46. Messick, D. M., & van de Geer, J. P. (1981). A reversal paradox. Psychological Bulletin, 90, 582-593.
47. Taylor, R. D., Messick, D. M., Leyman, G. A., & Hirsch, J. K. (1982). Sex, dependency, and helping revisited. Journal of Social Psychology, 118, 59-65.
48. Messick, D. M. (1982). Some cheap tricks for making inferences about distribution shapes from variances. Educational and Psychological Measurement, 42, 749-758
49. Messick, D. M., Wilke, H. A. M., Brewer, M. B., Kramer, R., Zemke, P. E., & Lui, L. (1983). Individual adaptations and structural changes as solutions to social dilemmas. Journal of Personality and Social Psychology, 44, 294-309.
50. Messick, D. M., & Cook, K. S. (Eds.). (1983). Equity theory: Psychological and sociological perspectives. New York: Praeger.
51. Cook, K. S., & Messick, D. M. (1983). Psychological and sociological perspectives on distributive justice: Convergent, divergent, and parallel lines. In D. M. Messick & K. S. Cook (Eds.), Equity theory: Psychological and sociological perspectives (pp. 1-12). New York: Praeger.
52. Messick, D. M., & Sentis, K. (1983). Fairness, preference, and fairness biases. In D. M. Messick & K. S. Cook (Eds.), Equity theory: Psychological and sociological perspectives (pp. 61-94). New York: Praeger.
53. Messick, D. M., & McClelland, C. L. (1983). Social traps and temporal traps. Personality and Social Psychology Bulletin, 9, 105-110.
54. Messick, D. M., & Brewer, M. B. (1983). Solving social dilemmas: A review. In L. Wheeler & P. Shaver (Eds.), Review of personality and social psychology: Vol 4 (pp. 11-44). Beverly Hills: Sage.
55. Parker, R., Lui, L., Messick, C., Messick, D. M., Brewer, M., Kramer, R., Samuelson, C., & Wilke, H. A. M. (1983). A computer laboratory for studying social dilemmas. Behavioral Science, 28, 298-304.

56. Wilke, H. A. M., Liebrand, W. B. G., & Messick, D. M. (1983). Sociale dilemma's: Een overzicht. (Social dilemmas: An overview). Nederlands Tijdschrift voor de Psychologie, 463-480.
57. Taormina, R., & Messick, D. M. (1983). Deservingness for foreign aid: Effects of need, similarity and estimated effectiveness. Journal of Applied Social Psychology, 13, 371-391.
58. Worringham, C., & Messick, D. M. (1983). Social facilitation of running: An unobtrusive study. Journal of Social Psychology, 121, 23-29.
59. Samuelson, C., Messick, D. M., Rutte, C., & Wilke, H. A. M. (1984). Individual and structural solutions to resource dilemmas in two cultures. Journal of Personality and Social Psychology, 47, 94-104.
60. Messick, D. M. (1984). Solving social dilemmas: Individual and collective approaches. Representative Research in Social Psychology, 14, 72-87.
61. Messick, D. M. (1985). Social interdependence and decision making. In G. Wright, (Ed.), Behavioral decision making (pp. 87-109). New York: Plenum.
62. Allison, S. T., Messick, D. M., & Samuelson, C. D. (1985). Effects of soliciting opinions on contributions to a public good. Journal of Applied Social Psychology, 15, 201-206.
63. Allison, S. T., & Messick, D. M. (1985). Effects of experience on performance in a replenishable resource trap. Journal of Personality and Social Psychology, 49, 943-948.
64. Allison, S. T., & Messick, D. M. (1985). The group attribution error. Journal of Experimental Social Psychology, 21, 563-579.
65. Messick, D. M., & Sentis, K. P. (1985). Estimating social and nonsocial utility functions from ordinal data. European Journal of Social Psychology, 15, 389-399.
66. Messick, D. M., Bloom, S., Boldizar, J. P., & Samuelson, C. D. (1985). Why we are fairer than others. Journal of Experimental Social Psychology, 21, 480-500.
67. Samuelson, C. D., & Messick, D. M. (1986). Alternative structural solutions to social dilemmas. Organizational Behavior and Human Decision Processes, 37, 139-155.
68. Samuelson, C. D., Messick, D. M., Allison, S. T., & Beggan, J. (1986). Utopia or myopia: A reply to Fox. American Psychologist, 40, 227-229.
69. Kramer, R. M., McClintock, C. G., & Messick, D. M. (1986). Social values and cooperative response to a simulated resource conservation crisis. Journal of Personality, 54, 596-577.

70. Samuelson, C. D., Messick, D. M., Rutte, C. G., & Wilke, H. A. M. (1986). Individual restraint and structural change as solutions to social dilemmas. In H. A. M. Wilke, D. M. Messick, & C. G. Rutte (Eds.), Experimental social dilemmas (pp. 29-54). Frankfurt: Peter Lang.
71. Wilke, H. A. M., Rutte, C. G., Wit, A. P., Messick, D. M., & Samuelson, C. D. (1986). Leadership in social dilemmas: Efficiency and equity. In H. A. M. Wilke, D. M. Messick, & C. G. Rutte (Eds.), Experimental social dilemmas (pp. 55-76). Frankfurt: Peter Lang.
72. Wilke, H. A. M., Messick, D. M., & Rutte, C. G. (Eds.). (1986). Experimental social dilemmas. Frankfurt: Peter Lang.
73. Messick, D. M. (1986). Decision making in social dilemmas. In B. Brehmer, H. Jungermann, P. Lourens, & G. Sevon (Eds.), New directions in research on decision making (pp. 219-228). Amsterdam: North Holland.
74. Samuelson, C. D., & Messick, D. M. (1986). Inequities in access to and use of shared resources. Journal of Personality and Social Psychology, 51, 960-967.
75. Liebrand, W. B. G., Messick, D. M., & Wolters, F. J. M. (1986). Why we are fairer than others: A cross-cultural replication and extension. Journal of Experimental Social Psychology, 22, 590-604.
76. Allison, S. T., & Messick, D. M. (1987). From individual inputs to group outputs, and back again: Group processes and inferences about members. In C. Hendricks (Ed.), Review of personality and social psychology: Vol. 8 (pp. 111-143). Newbury Park, CA: Sage.
77. Messick, D. M. (1987). Egocentric biases and the golden section. Journal of Social and Biological Structures, 10, 241-247.
78. Rutte, C., Wilke, H. A. M., & Messick, D. M. (1987). Scarcity and abundance caused by people or the environment as determinants of behavior in the resource dilemma. Journal of Experimental Social Psychology, 23, 208-216.
79. Messick, D. M., & Allison, S. T. (1987). Accepting unfairness: Outcomes and attributions. Representative Research in Social Psychology, 17, 39-51.
80. Rutte, C., Wilke, H. A. M., & Messick, D. M. (1987). The effects of framing social dilemmas as give-some or take-some games. British Journal of Social Psychology, 26, 103-108.
81. Worth, L. T., Allison, S. T., & Messick, D. M. (1987). Impact of a group decision on perception of one's own and others' attitude. Journal of Personality and Social Psychology, 53, 673-682.
82. Messick, D. M., Allison, S. T., & Samuelson, C. D. (1988). Framing and

communication effects on group members' responses to environmental and social uncertainty. In S. Maital (Ed.), Applied behavioral economics: Vol. II (pp. 677-700). Brighton: Wheatsheaf.

83. Allison, S. T., & Messick, D. M. (1988). The feature positive effect, attitude strength, and degree of perceived consensus. Personality and Social Psychology Bulletin, 14, 231-241.
84. Messick, D. M. (1988). On the limitations of cross-cultural research in social psychology. In M. Bond (Ed.), The cross-cultural challenge to social psychology (pp. 41-47). Newbury Park, CA: Sage.
85. Messick, D. M. (1988). Coda. In M. Bond (Ed.), The cross-cultural challenge to social psychology (pp. 286-289). Newbury Park, CA: Sage.
86. Taormina, R. J., Messick, D. M., Iwawaki, S., & Wilke, H. A. M. (1988). Cross-cultural perspectives on foreign aid deservingness decisions. Journal of Cross-cultural Psychology, 19, 387-412.
87. Messick, D. M. (1988). Soviet collectives and small group research (book review). Contemporary Psychology, 33, 802.
88. Messick, D. M., Fiske, S. T., & Gruder, C. L. (1988). Editorial. Journal of Experimental Social Psychology, 24, 467-468.
89. Beggan, J. K., Messick, D. M., & Allison, S. T. (1988). Social values and egocentric bias: Two tests of the might over morality hypothesis. Journal of Personality and Social Psychology, 55, 606-611.
90. Boldizar, J. P., & Messick, D. M. (1988). Intergroup fairness biases: Is ours the fairer sex? Social Justice Research, 2, 95-111.
91. Messick, D. M., & Mackie, D. M. (1989). Intergroup relations. Annual Review of Psychology, 40, 45-81.
92. Messick, D. M. (1989). Review of Decision analysis and behavioral research, by von Winterfeldt & Edwards (Eds.) (book review). Psychometrika, 54, 363-364.
93. Allison, S. T., Messick, D. M., & Goethals, G. R. (1989). On being better but not smarter than others: The Muhammad Ali effect. Social Cognition, 7, 275-295.
94. Allison, S. T., & Messick, D. M. (1990). Social decision heuristics in the use of shared resources. Journal of Behavioral Decision Making, 3, 195-204.
95. Borcharding, K., Larichev, O. I., & Messick, D. M. (Eds.). (1990). Contemporary issues in decision making. Amsterdam: North Holland.

96. Boles, T. L., & Messick, D. M. (1990). Accepting unfairness: Temporal influence on choice. In K. Borchering, O. I. Larichev, & D. M. Messick (Eds.), Contemporary issues in decision making (pp. 375-390). Amsterdam: North Holland.
97. Messick, D. M. (1991). Social dilemmas, shared resources, and social justice. In H. Steensma & R. Vermunt (Eds.), Social justice in human relations: Vol. 2 (pp. 49-69). New York: Plenum.
98. Messick, D. M. (1991). On the evolution of group-based altruism. In R. Selten (Eds.), Game equilibrium models: Vol. I (pp. 304-328). Berlin: Springer Verlag.
99. Goethals, G. R., Messick, D. M., & Allison, S. T. (1991). The uniqueness bias: Studies of constructive social comparison. In J. Suls & T. A. Wills (Eds.), Social comparison: Contemporary theory and research (pp. 149-176). New York: L. Erlbaum.
100. Messick, D. M., & Rutte, C. G. (1992). The provision of public goods by experts: The Groningen study. In W. B. G. Liebrand, D. M. Messick, & H. A. M. Wilke (Eds.), Social dilemmas: Theoretical issues and research findings (pp. 101-109). London: Pergamon.
101. Liebrand, W. B. G., Messick, D. M., & Wilke, H. A. M. (1992). Social dilemmas: Theoretical issues and research findings. London: Pergamon.
102. Liebrand, W. B. G., Messick, D. M., & Wilke, H. A. M. (1992). Social dilemmas: The state of the art. In W. B. G. Liebrand, D. M. Messick, & H. A. M. Wilke (Eds.), Social dilemmas: Theoretical issues and research findings (pp. 3-40). London: Pergamon.
103. Messick, D. M., & Schell, T. (1992). Evidence for an equality heuristic in social decision making. Acta Psychologica, 80, 311-323.
104. Klatzky, R. L., Messick, D. M., & Loftus, J. (1992). Heuristics for determining the optimal interval between checkups. Psychological Science, 3, 279-284.
105. Messick, D. M. (1993). Equality as a decision heuristic. In B. A. Mellers & J. Baron (Eds.), Psychological perspectives on justice (pp. 11-31). New York: Cambridge University Press.
106. Messick, D. M., & Asuncion, A. (1993). The Will Rogers illusion in judgments about social groups. Psychological Science, 4, 46-48.
107. Messick, D. M., & Liebrand, W. B. G. (1993). Computer simulations of the relation between individual heuristics and global cooperation in prisoner's dilemmas. Social Science Computer Review, 11(3), 301-312. (Also published in U. Schulz, W. Albers, & U. Mueller (Eds.), Social dilemmas and cooperation (pp. 327-340). Berlin: Springer-Verlag.)
108. Takigawa, T., & Messick, D. M. (1993). Group size uncertainty in shared resource

- use. Japanese Psychological Research, 35, 4, 193-203.
109. Petrison, L. A., Wang, P., & Messick, D. M. (1994). Consumer privacy. In J. I. Reitman (Ed.), Beyond 2000: The future of direct marketing (pp. 45-56). Lincolnwood, IL: NTC Business Books.
 110. Rutte, C. G., Diekmann, K. A., Polzer, J. T., Crosby, F. J., & Messick, D. M. (1994). Organization of information and the detection of gender discrimination. Psychological Science, 5, 226-231.
 111. Messick, D. M. (1994). Review of Choosing justice by Frohlich and Oppenheimer. Social Justice Research, 7, 415-418.
 112. Boles, T. L., & Messick, D. M. (1995). A reverse outcome bias: The influence of multiple reference points on the evaluation of outcomes and decisions. Organizational Behavior and Human Decision Processes, 61, 262-275.
 113. Samuelson, C. D., & Messick, D. M. (1995). When do people want to change the rules for allocating shared resources? In D. A. Schroeder (Ed.), Social dilemmas (pp. 143-162). Westport, CT: Praeger.
 114. Messick, D. M. (1995). Equality, fairness, and social conflict. Social Justice Research, 8, 153-173.
 115. Messick, D. M., & Liebrand, W. B. G. (1995). Individual heuristics and the dynamics of cooperation in large groups. Psychological Review, 102, 131-145.
 116. Rutte, C., & Messick, D. M. (1995). An integrated model of unfairness in organizations. Social Justice Research, 8, 239-261.
 117. Klatzky, R., & Messick, D. M. (1995). Curtailing medical inspections in the face of negative consequences. Journal of Experimental Psychology: Applied, 1, 163-178.
 118. Kramer, R. M., & Messick, D. M. (Eds.). (1995). Negotiation as a social process. Beverley Hills, CA: Sage.
 119. Cates, K. L., & Messick, D. M. (1996). Frequentistic abverbs as measures of egocentric biases. European Journal of Social Psychology, 26, 155-161.
 120. Messick, D. M. (1996). Why ethics is not the only thing that matters. Business Ethics Quarterly, 6, 223-226.
 121. Messick, D. M., & Bazerman, M. (1996). Ethical leadership and the psychology of decision making. Sloan Management Review, 37, 9-22.
 122. Allison, S. T., Mackie, D. M., & Messick, D. M. (1996). The outcome bias in social perception: Implications for dispositional inference, attitude change, stereotyping, and

- social behavior. In M. Zanna (Ed.), Advances in Experimental Social Psychology: Vol. 28 (pp. 53-93). San Diego: Academic Press.
123. Tenbrunsel, A. E., & Messick, D. M. (1996). Behavioral research, business ethics, and social justice. Social Justice Research, *9*(1), 1-6.
 124. Tenbrunsel, A. E., & Messick, D. M. (Eds.). (1996). Psychological contributions to business ethics [Special issue]. Social Justice Research, *9* (1).
 125. Van Lange, P. A. M., & Messick, D. M. (1996). Psychological processes underlying cooperation in social dilemmas. In W. Gasparski, M. Mlicki, B. Banathy (Eds.), Social Agency: Dilemmas and Educational Praxiology (Vol. 4; pp. 93-112). New Brunswick: Transaction.
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 128. Liebrand, W. B. G., & Messick, D. M. (1996). Computer simulation of cooperative decision making. In W. B. G. Liebrand and D. M. Messick (Eds.), Frontiers in Social Dilemma Research (pp. 215-234). New York: Springer-Verlag.
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Last updated: March 2004