




Marketing department | Faculty of Economics and Business

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Expertise Consumer ethics | Decision-making | Cause-Related Marketing | Charities
 | Fundraising | Corporate Responsibility | Sustainable Society | Consumer behavior
 | Sustainable packaging | Justice and Fairness | Negotiation and bargaining

Work experience

- 2008- present Assistant Professor, Marketing department, University of Groningen
 ❖ 2019-2024: Member of the [Young Academy Groningen](#)
- 2016 Visiting scholar Marketing dept. University of Maryland (April 2016)
- 2004-2008 PhD candidate, Social & Organizational Psychology, Leiden University

Degrees

- 2009 PhD in Social & Organizational Psychology, Leiden University
Title: Ethics in Economic Decision-Making
Supervisors: Prof. Dr. Eric van Dijk, and Prof. Dr. Ilja van Beest
- 2004 M.A. Social and Organizational Psychology **Cum Laude**, Leiden University

Research

International peer reviewed publications

- Stiegert, P., Tauber, S., Leliveld, M.C., & Oehmichen, J. (2021). The Stereotype rub-off effect: Organizational stereotypes modulate behavioural expectations, expectancy violation and punishment after transgressions. *Organizational Behavior and Human Decision Processes*, 165, 127-138. DOI: <https://doi.org/10.1016/j.obhdp.2021.04.011>

- Van Veen-Dirks, P., Kaufmann, W. & Leliveld, M.C. (2021). The effect of enabling versus coercive performance measurement systems on procedural fairness and red tape. *Journal of Management Control*, 32, 269-294. DOI: [10.1007/s00187-021-00316-5](https://doi.org/10.1007/s00187-021-00316-5)
- Thomassen, J.P., Leliveld, M.C., Ahaus, C., & Van der Walle, S. (2020). Donating the compensation to a charity after violating a service guarantee: Differences between a municipality and an internet store. *Journal of Business Ethics*, 162, 123-147. DOI: [10.1007/s10551-018-3992-1](https://doi.org/10.1007/s10551-018-3992-1)
- Leliveld, M.C. & Risselada, H. (2017). Dynamics in Charity Donation Decisions: Insights from a Large Longitudinal Data Set. *Science Advances*, 3, [e1700077](https://doi.org/10.1126/sciadv.1700077)
- Covered in the news:
- <https://www.dekennisvannu.nl/site/artikel/Geven-Nederlanders-te-weinig-aan-goede-doelen/9363>
 - <https://www.dedikkeblauwe.nl/news/donateur-is-vastbesloten>
 - <https://www.oogtv.nl/2017/09/invullers-vragenlijsten-houden-beloning-liever-zelf/>
- Thomassen, J.P., Leliveld, M.C., Van der Walle, S. and Ahaus.C.T.B (2017). Compensating citizens for poor service delivery - Experimental research in public and private settings. *Public Administration*, 96(4), 895-911. DOI: [10.1111/padm.12339](https://doi.org/10.1111/padm.12339)
- Jordan, J., Leliveld, M.C., & Tenbrunsel, A.E. (2015). The Moral Self-Image Scale: Measuring and Understanding the Malleability of the Moral Self. *Frontiers in Psychology*, 6: 1878. DOI: [10.3389/fpsyg.2015.01878](https://doi.org/10.3389/fpsyg.2015.01878).
- Wu, Y., Hu, J., van Dijk, E., Leliveld, M.C., Zhou, X. (2012) Brain Activity in Fairness Consideration during Asset Distribution: Does the Initial Ownership Play a Role? *PLoS ONE* , 7(6): e39627. DOI: [10.1371/journal.pone.0039627](https://doi.org/10.1371/journal.pone.0039627)
- Leliveld, M. C., Van Dijk, E., & Van Beest, I. (2012). Punishing and compensating others at your own expense: The role of empathic concern on reactions to distributive injustice. *European Journal of Social Psychology*, 42, 135-140.
- Wu, Y., Zhou, Y., van Dijk, E., Leliveld, M. C., and Zhou, X. (2011) Social comparison affects brain responses to fairness in asset division: an ERP study with the ultimatum game. *Frontiers in Human Neuroscience*, 5: 131.
- Wu, Y., Leliveld, M. C. & Zhou, X. (2011). Social distance modulates recipient's fairness consideration in the dictator game: An ERP study. *Biological Psychology*, 88, 253-262.
- Stel, M., Rispens, S., Leliveld, M. C., & Lokhorst, A. (2011). The Consequences of Mimicry for Prosocials and Proselfs: Effects of Social Value Orientation on the Mimicry-Liking Link. *European Journal of Social Psychology*, 41, 269-274
- Nelissen, R. M. A., Leliveld, M. C., Van Dijk, E., & Zeelenberg, M. (2011). Fear and guilt in proposers: Using emotions to explain offers in ultimatum bargaining. *European Journal of Social Psychology*, 41, 78-85.

- Van Dijk, E., Leliveld, M. C., & Van Beest, I. (2009). If it talks like fairness, and quacks like fairness, it sometimes is fairness: Instrumental and true fairness in bargaining. *Netherlands Journal of Psychology, 65*, 155-162.
- Leliveld, M. C., Van Beest, I., Van Dijk, E., & Tenbrunsel, A.E. (2009). Understanding the influence of payoff valence in bargaining: A study on fairness accessibility, norms, and behavior. *Journal of Experimental Social Psychology, 45*, 505-514.
- Leliveld, M. C. (2009). Ethics in Economic Decision-Making. Dissertation. Defended on January 29, 2009.
- Leliveld, M. C., Van Dijk, E., & Van Beest, I. (2008). Initial ownership in bargaining: Introducing the giving, splitting, and taking ultimatum bargaining game. *Personality and Social Psychology Bulletin, 34*, 1214-1225.

Under Review

- Bago, B., Aczel, B., Kekecs, Z., Kovacs, M., Nagy, T., ..., Leliveld, M.C., ...Chartier, C.R. Moral thinking across the world: Exploring the influence if personal force and intention in moral dilemma judgements. Registered report accepted for publication at *Nature Human Behavior* pending data collection and analysis.
- Kang, I.H., Leliveld, M.C., & Ferraro, R. The impact of facial emotional expression on the effectiveness of charitable advertisements: The role of sympathy and manipulative intent. Invited R&R at *Journal of Behavioral Decision Making*.

Work in progress

- Leliveld, M.C., & Bolderdijk, J.W. (In)Effective Altruism: Why Charities Using Their Head Risk Alienating Potential Donors.
- Leliveld, M.C., & De Hooge. Reducing waste in online retailing: Consumer's perceptions of packaging material and their preference for omitting it.
- Leliveld, M.C., Kang, I.H. & Ferraro, R. CM campaigns: effect of who is paying on licensing and compensation.
- Leliveld, M.C., & Vastfjäll, D. "Support our cause" or "Help our cause": The effect of linguistics on psychological process of donating.
- De Hooge, I. & Leliveld, M.C. The influence of packaging material on consumer's emotions and perceptions in online retailing: a large correlational study. *Writing up the paper*.
- De Hooge, I. & Leliveld, M.C. Creating the perfect gift experience: how the design of a package can influence wasting behavior.

Jordan, J., Leliveld, M.C. & Mullen, E. The moral self. Invited book chapter in *Handbook on the Psychology of Morality* by Naomi Ellemers, Stefano Pagliaro & Felice van Nunspeet (eds).

Peer reviewed conference papers (most recent selection)

- Leliveld, M.C. & De Hooge, I. Towards zero waste in online retail: The effects of packaging on consumer attitudes and possibilities for omitting it. Presented at EMAC (online), May 26-30, 2021, Madrid.
- Stiegert, P., Täuber, S., Leliveld, M.C., & Oehmichen, J. In good company? Organizational affiliation modulates public response to moral transgressions. Presented (online) at the 36th European Group on Organization Studies conference, Sub-theme 49: Social Evaluations: The Good, The Bad, and The Ugly. July 2-4, 2020, Hamburg (Germany).
- De Hooge, I. & Leliveld, M.C. The emotional side of e-commerce. Accepted for oral presentation at the 8th CERE (Consortium of European Research on Emotion) conference, Granada, 5-6 June, 2020. *Note: cancelled due to covid*
- Leliveld, M.C., Kang, I.H., & Ferraro, R. When the Face of Need Backfires: The Impact of Facial Emotional Expression on the Effectiveness of Cause-Related Marketing Advertisements. Presented at the bi-annual SPUDM conference, August 18-22, 2019, Amsterdam.
- Leliveld, M.C. & Täuber, S. Consumers' inconsistency about hypocrisy: Revisiting the concept of corporate hypocrisy. Presented at the bi-annual SPUDM conference, August 18-22, 2019, Amsterdam.
- Stiegert, P., Täuber, S., & Leliveld, M.C. The Stereotype Rub-Off Effect. Paper presented at Academy of Management Annual Meeting, August 2019, Boston, United States.
- Leliveld, M.C. & Täuber, S. Consumers' inconsistency about hypocrisy: Revisiting the concept of corporate hypocrisy. Presented at European marketing Association Conference, May 28-31, 2019, Hamburg (Germany).
- Kang, I.H., Leliveld, M.C., & Ferraro, R. When the Face of Need Backfires: The Impact of Facial Emotional Expression on the Effectiveness of Cause-Related Marketing Advertisements. Presented at ACR annual conference, October 11-14, 2018, Dallas (TX).
- Leliveld, M.C., & Bolderdijk, J.W. How to Overcome Donors' Aversion to Overhead in Charity Settings. Invited talk during Compassion Week hosted and organized by the Decision Research Institute of Paul Slovic, with a.o., Daniel Västfjäll, Stephan Dickert, Tehila Kogut, Leaf van Boven. Eugene (OR), July 30 - August 3, 2018.
- Kang, I.H., Leliveld, M.C., & Ferraro, R. When the Face of Need Backfires: The Impact of Facial Emotional Expression on the Effectiveness of Cause-Related Marketing

- Advertisements. Invited talk during Compassion Week. Eugene (OR), July 30 - August 3, 2018.
- Leliveld, M.C., Risselada, H. & Västfjäll, D. Charity ads effectiveness on social media and subsequent willingness to donate. Invited talk during Compassion Week. Eugene (OR), July 30 - August 3, 2018.
- Leliveld, M.C. & Bolderdijk, J.W. (In)Effective Altruism: Why Charities Using Their Head Risk Alienating Potential Donors. Presented at the inaugural conference of the Global Research Alliance for Sustainable Finance and Investment (GRASFI), organized by the European Centre for Corporate Engagement (ECCE), Maastricht University School of Business and Economics, The Netherlands. September 5-6, 2018.
- Kang, I.H., Leliveld, M.C., & Ferraro, R. When the Face of Need Backfires: The Impact of Facial Emotional Expression on the Effectiveness of Cause-Related Marketing Advertisements. Oral presentation at SCP annual conference, February 16-18, 2018, San Francisco (BC).
- Kang, I.H., Leliveld, M.C., & Ferraro, R. When the Face of Need Backfires: The Impact of Facial Emotional Expression on the Effectiveness of Cause-Related Marketing Advertisements. Oral presentation at EACR annual conference, June 22-24, 2018, Ghent, Belgium.
- Kang, I.H., Leliveld, M.C., & Ferraro, R. When the Face of Need Backfires: The Impact of Facial Emotional Expression on the Effectiveness of Cause-Related Marketing Advertisements. Poster presentation at SJDM annual conference, November 10-13, 2017, Vancouver (BC).
- Leliveld, M.C. & Bolderdijk, J.W. (In)effective Altruism: Why Charities Using Their Head Risk Alienating Potential Donors. Presented at the Inaugural Conference for Centre of Philosophy, Politics, and Economics, September 29, 2017, Groningen.
- Leliveld, M.C. & Risselada, H. (2017). Dynamics In Charity Donating Decisions: Insights From a Large Longitudinal Dataset. To be presented at the EMAC (European Marketing Association Conference), May 23-26, 2017 (Groningen).
- Leliveld, M.C., Täuber, S. & Fennis, B.M. (2016). The “morality boomerang”: Distinguishing moral from non-moral hypocrisy and their effects on retributive consumer responses. Poster presentation at SJDM annual conference, November 18-21, 2016, Boston (MA).
- Leliveld, M.C. & Risselada, H. (2015). The effects of previous donation appeals on current appeals: Evidence from longitudinal data on real donation choices. Poster presentation at SJDM annual conference, November 20-23, 2015, Chicago (IL)
- Leliveld, M.C. & Bolderdijk, J.W. (2015). Cause-related Marketing Campaigns: Mutually Beneficial or Risky for Charities? Presented at ACR conference, October 3-5, New Orleans (LA)

- Leliveld, M.C. & Bolderdijk, J.W. (2014). Double standards for charities and companies: its scope and underlying process. Poster presentation at SJDM annual conference, November , 2014 (Long Beach, CA)
- Leliveld, M.C. & Bolderdijk, J.W. (2014). Donating a Meal or Donating Money? Effects of Different Types of Cause-Related Marketing Campaigns. Presented at SCP Annual Winter conference, March 6-8, 2014 (Miami, FL)

Grants

- 2019 IAREP grant to organize multidisciplinary workshop on cause-marketing and charity donations (€1000). See <https://www.rug.nl/research/marketing/research/workshop-cause-marketing>
- 2016-2018 Research grant from Kennisinstituut Duurzaam Verpakken on "Creating the perfect and sustainable gift experience: Consumers' (un-)packaging experience of online purchases". Together with dr. Ilona de Hooge (€175.000)
- 2014-2017 Veni grant from the Innovative Research Incentives Scheme of the Netherlands Organization for Scientific Research (NWO) for the project "Buying for Charity" (€238.680)

PhD supervision and dissertation committees

PhD students

- Peer Stiegert.** Title: *Origins and consequences of stakeholders' psychological contracts: The role of organization type, stereotypes, and strategic communication.* Supervision together with dr. Susanne Täuber and Prof. dr. Jana Oehmichen. Started March 2018.
- Jean Pierre Thomassen.** Title: *Public service guarantees: Exploring the design and implementation of service guarantees in public settings.* Supervision together with Prof. dr. Ahaus and Prof. dr. Van der Walle. Defense: February 22, 2018.

Dissertation assessment committee member

- Claire van Teunenbroek** (Vrije Universiteit - Sociology; Promotores: Prof. dr. René Bekkers, Prof. dr. Bianca Beersma). Title: *Lots of people give me money: Towards a comprehensive understanding of social information effects on donation behavior.* Defense date: November 19, 2020.

Ariane van der Wal (Vrije Universiteit – Marketing); Promotores: Prof. Dr. Ruud Frambach, dr. Amir Grinstein, dr. Femke van Horen). Title: *Harnessing ancestral roots to grow a sustainable world*. Defense date: December 18, 2018.

Dissertation defense committee member

Jan Koch (RUG – Marketing; Promotores: Prof. dr. Koert van Ittersum, dr. J.W. Bolderdijk). Title: *Utterly disgusting! How experience of disgust can both prevent and stimulate societal change*. Defense date: October 21, 2021.

Bianca Harms (RUG - Marketing; Promotores Prof. dr. T.H.A. Bijmolt, dr. J.C. Hoekstra). Title: *Native advertising: Effective, deceptive, or both?* Defense date: April 8, 2021.

Annemijn M. Peters (RUG - Social Psychology; Promotores Prof. dr. E.M. Steg, dr. Ellen van der Werff). Title: *When well begun is half done: How adoption of sustainable energy technologies can lead to sustainable use of technologies and other pro-environmental behaviours*. Defense date: September 22, 2020

Public outreach

- ❖ Participated in a small in-house writing class by Maarten Keulemans, science journalist of Volkskrant (March 5, 2020), organized by Casper Albers.

Expert contributions focused on non-academic audience

“De gelegenheid maakt de dief”. Chapter in “Spreekwoordenboek” (proverb book – initiative of the Young Academy Groningen) - a book that is written by several researchers, each explaining the scientific evidence for a proverb. Will be published by InBoekvorm and scheduled to appear September 2021.

Invited expert on consumer behavior in “Corona dialoog”, an online television program of DvhN <https://www.dvhn.nl/extra/Koopgedrag-tijdens-%C3%A9n-na-corona.-Spreid-je-vermogen-en-denk-goed-na-voordat-je-een-puppy-aanschaf-Corona-Dialoog-26756447.html>

Bestelling versturen? De omverpakking doet meer dan je denkt. SWOCC blog, October 2020. <https://www.swocc.nl/kennisbank-item/bestelling-versturen-de-omverpakking-doet-meer-dan-je-denkt/>

Seven top tips for marketers and fundraisers to encourage non-profit donations. FEB blog, December 3, 2019. <https://www.rug.nl/feb/blog/seven-top-tips-for-marketers-and-fundraisers-to-encourage-non-profit-donations-03-12-2019>

Panelmember during the session on “17 miljoen sukkels”, part of the first Standup Economics Festival (October 6, 2019). Organized by Financieel Dagblad, BNR

nieuwsradio, ESB, and Comedy central. Host: Jörgen Raymann and Tex de Wit. See <https://fdbnrlive.nl/event/standup-economics/>

E-commerce: de beleving van de consument. Presentations during KIDV-symposium for practitioners from the field of packaging materials. Utrecht, January 17, 2019. With Ilona de Hooge.

De psychologie van het geven (*“the psychology of giving”*). Invited speaker at the NRC Charity Awards. Pakhuis de Zwijger, Amsterdam, August 28, 2018. <http://www.nrccharityawards.nl/>

Waarom we effectieve organisaties soms wantrouwen (*“why we sometimes distrust effective organizations”*). The Fundraiser (magazine for fundraising and marketing practitioners), Volume 1, 2^e edition, pp63-67, June 26, 2018.

Why people may be hesitant to adopt EA philosophy. Invited talk at Effective Altruism Netherlands EAGxNL conference, Utrecht, 29 juni-1 juli, 2018.

Klantentrouw in online retailing: De rol van verpakkingen bij ontvangst en bij weggooien. KIDV-verdiepingsbijeenkomst “Duurzaam Verpakken en kwaliteitsbeleving”, February 16, 2018. With Ilona de Hooge.

The psychology of donating to charities. Presented at Social Blue/Kalff, January 10, 2018. With Hans Risselada.

Bedrijven en goede doelen werken samen: Maar wat vinden we daar eigenlijk van? Presented at Zpannend Zernike (grandparents-grandchildren lecture), October 14, 2017 (see www.zpannendzernike.nl)

It’s about time! A more customer-focused government. Appeared October 9, 2017. See <http://www.rug.nl/feb/blog/blog-06-10-2017-its-about-time-a-more-customer-focused-government>

To donate or not to donate? Insights on what drives donation decisions and how to use these insights to make donations more effective. Presented at Effective Altruism Movement. Groningen, September 20, 2017

Vooraf fraude van goede doelen blijft lang hangen. Blog featuring our research project. Appeared May 2, 2017. See: <http://www.rug.nl/hrm-ob/bloggen/blog-02-05-2017-vooral-fraude-van-goede-doelen-blijft-lang-hangen> With Susanne Tauber

Goede doelen en de klant: Hoe maken klanten morele beslissingen. Presentation of my NWO Veni research during a Round table meeting of the Customer Insights Center of the RUG (see www.rugcic.nl), Haarlem, 20 April 2017.

Een commercieel talent voor liefdadigheid. Economisch Statistische Berichten, 101, 4740, pp. 546-549 (2016). With Schippers, A.L., & Soetevent, A.

Buying for Charity. Unifocus (online video magazine by RUG). See <http://www.rug.nl/news-and-events/video/archive/unifocus/kopen-voor-het-goede-doel>

Expert opinions in the Dutch media

Schoenen zijn pas echt circulair met zo weinig mogelijk materialen. Trouw.

<https://www.trouw.nl/duurzaamheid-natuur/schoenen-zijn-pas-echt-circulair-met-zo-weinig-mogelijk-materialen~b6f4ad416/> (appeared May 25, 2021)

Kun je goede doelen rangschikken op effectiviteit? Trouw.

<https://www.trouw.nl/duurzaamheid-natuur/kun-je-goede-doelen-rangschikken-op-effectiviteit~b804dcbf/?referrer=https%3A%2F%2Fwww.google.com%2F> (appeared February 2, 2021)

Topeconomen van de RUG bespreken gevolgen van coronacrisis. University Groningen FEB podcast. <https://www.rug.nl/feb/news/current/200327-topeconomen-van-de-rug-bespreken-gevolgen-van-coronacrisis> (appeared online April 2, 2020).

Waarom zijn we extra vrijgevig tijdens de feestdagen? RTV Drenthe.

<https://www.rtvdrenthe.nl/nieuws/155268/Waarom-zijn-we-extra-vrijgevig-tijdens-de-feestdagen> (appeared online December 14, 2019).

Forum is pas geslaagd als er over twee jaar nog steeds bezoekers zijn. RTV Noord.

<https://www.rtvnoord.nl/nieuws/amp/216415/Forum-is-pas-geslaagd-als-over-twee-jaar-nog-steeds-bezoekers-zijn?/> (appeared online December 5, 2019).

Dit schaaft goede doelen. Opinion letter published in NRC and NRCnext.

[https://www.nrc.nl/\(...\)ent=paywall-mei-2019](https://www.nrc.nl/(...)ent=paywall-mei-2019) (appeared online February 5, 2019).

Actie Van der Weijden dik geslaagd: 47 euro per zwemslag. RTL Z online

<https://www.rtlz.nl/business/ondernemen/actie-van-der-weijden-dik-geslaagd-19-euro-per-zwemslag> (appeared online August 20, 2018).

Als bedrijf inspringen op een ramp: 'Mooi, maar risico voor imago'. RTL Z online

<http://www.rtlz.nl/business/ondernemen/als-bedrijf-inspringen-op-een-ramp-mooi-maar-risico-voor-imago> (appeared online July 10, 2018).

Koop het leed de wereld uit. Quote (Dutch magazine - <http://www.quotenet.nl/>), July 2018, p.98-105.

Graaiers en woeste burgers zijn even hypocriet. Opinion letter published in Dagblad van het Noorden (Dutch newspaper). Together with Susanne Tauber.

<http://www.dvhn.nl/Meningen/Opinie-Graaiers-en-woeste-burgers-zijn-even-hypocriet-23047548.html> (appeared online 5 april 2018)

Betaald voordringen bij Tayler Swift: Service of scam? NOS op 3:

<https://nos.nl/op3/artikel/2190521-betaald-voordringen-bij-taylor-swift-service-of-scam.html> (appeared online August 30, 2017).

Scholierenacademie

Reaching out to children in elementary and high school about the fascinating world of social science research. See <https://www.rug.nl/society-business/scholierenacademie/>

- ❖ Available for Wetenschapsdate “Ethiek in economische beslissingen” - a guest lecture for high school students
- ❖ Project “Knowlands”: For the gamma direction, I explain how social experimental research works using an example of one of my own research lines on donating behavior (the role of face valence in advertising). Topics: random assignment, how to create different conditions, etc. High schools can use this as part of the preparation for the Profile Project (Dutch: Profiel werkstuk). To be launched September 2021. See <https://www.rug.nl/society-business/scholierenacademie/leraren/op-school/knowlands/>

Teaching

Qualifications

- ❖ Basis Kwalificatie Onderwijs (“University Teaching Qualification in Higher Education”), University of Groningen (2012)
- ❖ How to supervise PhD students. Four day course offered by University of Groningen (2014)
- ❖ Learning design for uncertain times. Three week course (5.5 hours a week) offered by Tracy Poelzer, ESI - University Groningen (2020)

Courses

2021 – present	Lecturer Onderzoeksontwerp (2 nd year Bachelor). Topics: Experimental design, validity, research report.
2020 – present	Lecturer and tutorial supervisor Marketing Communication (MSc Marketing). Topics: XX
2018 - present	Lecturer and coordinator Ethics in International Business (2 nd year Bachelor course). Topics: e.g., business ethics, moral psychology, corporate social responsibility.
2017	Tutorial supervisor Marktcontext en Marktonderzoek (2 nd year Bachelor). Topics: Segmentation, Targeting, Positioning (theoretically and analytically), SWOT analyses, DESTEP.
2014 – 2019	Guest lecturer in Consumer Psychology (MSc course)
2014 - 2019	Coordinator and lecturer Behavioural Decision Making (3 rd year Bachelor elective; approx. 160 students). Topics: dual process

- models, emotions, interdependent decision-making, negotiations, ethical decision-making and nudging.
- 2012 - present Coordinator and lecturer Experimental Research Design (Research Master). Topics: hypothesis development, operationalization of variables, analyzing data, writing research paper
- 2008 - present Coordinator and lecturer Kwantitatieve Onderzoeksmethoden (2nd year bachelor “Bedrijfskunde”) - before “Onderzoeksmethoden 1” (1st year Bachelor “bedrijfskunde”). Topics: developing a valid and methodologically sound questionnaire, analyzing and reporting data.
- 2008 - 2013 Coordinator and lecturer Research Methodology for IB (1st year bachelor International Business); similar to Kwantitatieve Onderzoeksmethoden
- 2008 – present Supervision of Bachelor- and Master thesis students on Marketing related topics (e.g., celebrity endorsement, acceptance of new technology, cause-related marketing campaigns, donation behavior)
- 2009 Coordinator and lecturer Statistical skills (1st year bachelor Int. Business & Management)
- 2007 Lecturer of the course Group Dynamics (second year Bachelor University Leiden): leadership, group structures, role conflicts, etc.

Ad hoc teaching

Leliveld, M.C. *Hoe anders (of niet) is de klantbeleving binnen publieke en private sector? En waar staat het CJIB?* Invited seminar for the University Groningen Business School/Customer Insights Center, March 29, 2018 and November 12, 2019.

Managerial work and service

- Sept 2021 - Chair of the Faculty Council the Faculty of Economics and Business
- Sept 2021 - Part of the Curriculum Working Group of the Bachelor International Business (program director: Alan Muller)
- 2021 - Part of the FEB working group on Measuring Research Impact
- 2019 - Open Access ambassador (see <https://www.rug.nl/library/open-access/contact/oa-ambassadors>)
- 2018 - Board member of [Centre of Philosophy, Politics, and Ethics](#), RUG
- 2015 - 2021 Member of the Faculty Council of the Faculty of Economics and Business
- 2015 - 2019 General member of the Institutional Review Board (until 31 August 2018 named the Research Ethics Committee) of the Faculty of Economic and Business
- 2015 - 2018 Chair of the Ethical and Financial lab committee for experimental research, FEB
- 2010 - 2015 General member of the Ethical and Financial lab committee for experimental research, FEB
- 2008 - 2009 Chair of monthly lab meetings HRM/OB and Marketing
- 2007 Initiator and co-organizer of a KLI-course on career perspectives for PhD candidates together with Prof. dr. Naomi Ellemers, Dr. Ellen de Bruin, dr. Boukje Keijzer, dr. José Kerstholt, and Prof. dr. Aukje Nauta. This course focused on enhancing the possibilities for social psychology PhD's to find a job outside academia. October 30, 2007
- 2007 Chair of the network of PhD candidates Leiden LEO (www.leo.leidenuniv.nl). Meetings with e.g. University Board, local representatives of labor unions, to discuss implementation of Graduate Schools, internationalization, etc.
- 2006 - 2007 General board member of Promovendi Netwerk Nederland (PNN): the Dutch network of PhD candidates (www.hetpnn.nl). Consultations with e.g. members of the government, VSNU, labor unions, about career perspectives, CAO, status of PhD candidates, etc.
- 2005 – 2006 Secretary and general board member of LEO

Ad hoc within Faculty or University Groningen:

- ❖ Invited presenter during FEBCON 20 (June 7, 2021) on “Making awesome lectures” and on “Social connectivity in blended environments”
- ❖ Moderator during ConMa event MARUG (October 15, 2020)
- ❖ Moderator of the Aletta Jacobs College Tour with Khadija Arib, chair of the Dutch house of representatives, March 5, 2020. [Summary video of the event](#)
- ❖ Presentation during “Open access info meeting” organized by SOM (May 17, 2019)
- ❖ Scientific member of “Work Package 2: Provision of strategic information and advice” team (chair: Peter Braun). This group focused increasing visibility of OA within research committees and faculty boards, on identifying obstacles to open access at faculty, institutional and departmental level, etc. (December 2018 – December 2020).
- ❖ Invited as researcher to take part in the Project Start Up workshop for the Open Access Services project (September 20, 2018; project chair: Peter van Laarhoven). The OAS was initiated by the University Board as part of the strategic plan.
- ❖ Member of hiring committee for Assistant professor at PPE Centre, RUG (February – April 2018)
- ❖ Supervision Corporate Master students on research at Unicef on structural donations (Sept 2016 - 2017)
- ❖ Guest lecturer during “Student for a Day” information events. This day is intended for high school students to better understand what studying Business Administration entails (2012, 2014, 2015, 2018)
- ❖ Presentation start up meeting Corporate Master (June 12, 2015) on Corporate Social Responsibility. Organized by FEB Careers Company.
- ❖ Part of consultation group for the (successful) application RUG HR award Excellence in research for the European Commission (Summer 2014)