

EAM 2021 Program Book



**EASTERN ACADEMY
of MANAGEMENT**

**58th Annual Meeting
May 19-22, 2021
Online**

Responsible Management: Challenges and Opportunities



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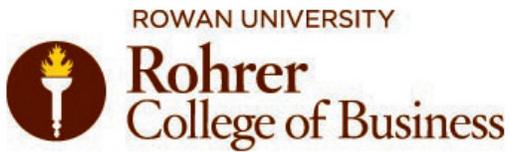
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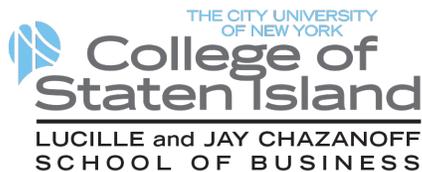
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We thank all the reviewers who contributed to EAM 2021 by providing quality reviews.

EAM 2021 Outstanding Reviewers Award

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Awards

Many thanks to the EAM Fellows who generously sponsored the OMJ Best Paper Awards, Best Conference Empirical and Conceptual Paper Awards, ELA Best Experiential Activity Award, Best Track Paper Awards



Organization Management Journal (OMJ) Best Paper Awards

2019 OML Teaching and Learning Best Paper Award

Swain, J., Kumlien, K., & Bond, A. (2020). An experiential exercise for teaching theories of work motivation: using a game to teach equity and expectancy theories. *Organization Management Journal*.

2019 OMJ Empirical Research Best Paper Nominations

Rudin, J., Billing, T., Farro, A., & Yang, Y. (2020). Bigenderism at work? Organizational responses to trans men and trans women employees. *Organization Management Journal*.

Best Conference Empirical Paper Award

CEO Humility, Firm Entrepreneurial Orientation, and The Moderating Influence of Environmental Factors: Evidence From India by Chaudhry S., Gupta V., Marino, A., Batra, A., Batra, S.

Best Conference Conceptual Paper Award

Brain Connectivity and Entrepreneurial Creativity: A Triple Network Model by Constant Beugre

Best Conference Doctoral Student Paper Award

Defining Dignity At Workplace: A Step Closer Towards Responsible Management by Ameesh Samalopanan and Vijayalakshmi Balasubramanian

Best Conference Track Paper Awards

Strategy, International Management

Multi-level Goal Heterogeneity in Strategic Initiatives: Management through Team Processes by Erim Ergene and Steven Floyd

Market Performance Of Spun-Off Subsidiaries: Effects Of Board Independence And Directby O. Volkan Ozbek, Trinity University

Entrepreneurship, Innovation, Information Technology

CEO Humility, Firm Entrepreneurial Orientation, and The Moderating Influence of Environmental Factors: Evidence From India by Chaudhry S., Gupta V., Marino, A., Batra, A., Batra, S.

Brain Connectivity and Entrepreneurial Creativity: A Triple Network Model by Constant Beugre

Human Resource Management

Neurodiversity: An HR framework to create an inclusive Workspace by Maria Khan, Mirit Grabarski, Stephen Buckmaster, Muhammad

Organization Behavior

Attributions of Managerial Decisions, Emotions, and OCB: The Moderating Role of Ethical Climate and Self-Enhancement By Lily Chernyak-Hai & Aharon Tziner.

Mindfulness and Meaningfulness in Managing Knowledge: A Theoretical Model By Isabel Rechberg, CUNY

Ethics, Corporate Responsibility, Sustainability or Leadership

When Workplace Norms Conflict: Using Intersubjective Reflection To Guide Ethical Decision-Making By Tobey Scharding & Danielle Warren, Rutgers University

Examination of Entry Mode of Foreign Competition and Domestic Corporate Social Responsibility Response by Kaushik Mukherjee, Hyun-Soo Woo, John Berns, & Jisun Kim

Management Education and Development

Conscientiousness, Openness to Experience, and Autonomous Learning Readiness: Implications for Universal Design for Learning (UDL) in Management Education by Filiz Tabak & Doug Sanford.

**EAM 2022 Portland, Maine
May 17-20, 2021
Resilience and Reinvention: Moving Forward
Program Chair: Lisa Stickney**

CASE AWARDS

Finalists for the 2020 Emerald Best Case Award

PSEG and the Promise of Wind Power

Stuart Rosenberg, *Monmouth University*

The CASE Journal, 16 (1), 51-74. March 2020

John Lewis Partnership Approaching 100 Years – What Now?

Frank Shipper, *Franklin P. Perdue School of Business, Salisbury University*

Richard C. Hoffman, *Franklin P. Perdue School of Business, Salisbury University*

The CASE Journal, 16 (1), 227-271. May 2020

Cleveland Clinic Florida “Pay-for Performance” Reimbursement: Why the Best Care Does Not Always Make the Happiest Patients

Miriam Weismann, *Florida International University*

Sue Ganske, *Florida International University*

Osmel Delgado, *Cleveland Clinic Florida*

The CASE Journal, 16 (5), 625-663. November 2020

Winner

PSEG and the Promise of Wind Power

Stuart Rosenberg, *Monmouth University*

The CASE Journal, 16 (1), 51-74. March 2020

Nominees for 2021 Best Case Award, CASE Annual Meeting

Kinsip: Spirits, Maple Syrup, Hand Sanitizer (*Wednesday, 11:00 AM - 12:30 PM, CASE*)

Nicole Bérubé, *Royal Military College of Canada*

Geoffrey Pond, *Royal Military College of Canada*

Tesla’s Lithium-Ion Battery Dilemma (*Wednesday, 11:00 AM - 12:30 PM, CASE*)

Patrick McHugh, *Brown University School of Engineering*

Marco Ma, *Brown University School of Engineering*

May You Live in Interesting Times: The Case of BXL Zoute (*Wednesday, 11:00 AM - 12:30 PM, CASE*)

Elizabeth A. McCrea, *Seton Hall University*

Heidi M. J. Bertels, *Chazanoff School of Business, CUNY/CSI*

Winner

May You Live in Interesting Times: The Case of BXL Zoute (*Wednesday, 11:00 AM - 12:30 PM, CASE*)

Elizabeth A. McCrea, *Seton Hall University*

Heidi M. J. Bertels, *Chazanoff School of Business, CUNY/CSI*

Program

Wednesday May 19, 2021

8:30am-9:00am	Welcome to EAM		
9:00am-1:30pm	Junior Faculty Consortium		
9:00am-10:00am	Digital Platform Ecosystems and Implications for Teaching Strategic Management and	Equity, Diversity, & Inclusivity: Responsible Management Education Begins Internally	The Laddering Technique: Uncovering Shared Motivations Among Group Members
9:00am-9:30am	Welcome to CASE		
9:30am-11:00am	Cases Without a Complete Instructor's Manual-I	Cases Without a Complete Instructor's Manual-II	
10:15am-11:15am	Best Practices for Dealing with Work-Family Conflict During Remote Work– Beyond Platitudes and Pitfalls to Problem Solving (PDW3).	Building Responsible Business Programs, Centers, and Outreach Initiatives: Multiple Perspectives and a Diversity of Experiences	Opportunities for Women’s Leadership Development in a Post-COVID World
11:00am-12:30pm	Cases With A Complete Instructor's Manual- I	Cases With A Complete Instructor's Manual- II	
11:30am-12:15pm	Fellow's Symposium: Necessity is the Mother of Invention: Inventing New Opportunities in Online Management	Making the most of professional advisory boards for academic programs	Perils and Possibilities: Women’s Entrepreneurship After COVID-19
12:15pm-1:00pm	Lunch		
1:00pm-2:45pm	Methods Workshop 1: Construct Validation and Scale Development		
1:00pm-2:30pm	Embryo Cases-I	Embryo Cases-II	
1:00pm-2:15pm	Classrooms in Crisis: Applying the ABCs of Crisis Communication to Creating Engaging Zoom Classrooms		
2:30pm-3:45pm	Out of the Box: An Interactive Symposium Exploring the Use of Gaming in Management Education and Development		
2:30pm-3:15pm	Emerald Cases Hub: Learning Resources for the Case Community		
3:30pm-4:30pm	Award-Winning Case Writers (Panel)		
4:00pm-4:30pm	Exhibits		
4:30pm-6:00pm	Mid Career and Senior Faculty Consortium		
4:30pm-5:30pm	CASE Celebration Hour		

9:00am - 1:30pm

Junior Faculty Consortium

9:00am - 10:00am

Digital Platform Ecosystems and Implications for Teaching Strategic Management and

Digital Platform Ecosystems and Implications for Teaching Strategic Management and Entrepreneurship

Huy (David) Tran, Albright University

This professional development workshop (PDW) first sheds more light on the meteoric rise of digital platform business organizations in various industries around the world. The rapid growth in scale and scope of those platforms during the past two decades will be compared and contrasted against established traditional businesses in corresponding industries. Next, the workshop will focus on understanding (1) what elements a digital platform ecosystem typically contains, (2) how such an ecosystem differs from a traditional pipeline counterpart, and (3) why digital platforms can pose critical threats when attacking established firms with a traditional business model, which usually requires traditional pipeline firms to innovate their business models themselves. The last part of the workshop will be devoted to discussing a number of proposed changes in the curricula and teaching methods of Strategic Management and Entrepreneurship courses at advanced undergraduate or graduate levels. Our students need to better understand the establishment, operations, and sustainability of digital platform business models.

Equity, Diversity, & Inclusivity: Responsible Management Education Begins Internally

Equity, Diversity, & Inclusivity: Responsible Management Education Begins Internally

Anup Krishnamurthy, St. Joseph's Institute of Management

Caren Rodrigues, St. Joseph's Institute of Management

The laddering technique is a lesser-known research method developed in the marketing domain and is based on the means-end theory. This technique has been used successfully by researchers in both marketing and organizational behavior. Since this technique uniquely combines qualitative and quantitative methods to obtain results, it provides a way to introduce rigor without sacrificing the richness of the qualitative data. The workshop will use real (possibly live) data to increase the impact of its methodology. This workshop would be best suited for those who wish to use mixed methodologies for their research or for those who seek a method to understand the shared cognitive schema underlying a group-related phenomenon.

9:00am - 9:30am

Welcome to CASE

9:30am – 11:00am

Cases Without a Complete Instructor's Manual-I

Hallmark Channel, Marketing, and The Issue of Inclusivity

Anthony Furnelli, Westfield State University

During the 2019 holiday season, Hallmark Channel was immersed in a LGBTQ ad controversy that attracted media attention. Critics of the ad claimed it went too far and was “inappropriate” to air. LGBTQ advocacy groups quickly rebuked that argument. At first, the ad was taken down but then the policy was reversed. This case evaluates the marketing aspects of the dilemma including

customer segmentation, targeting, and positioning (STP) strategy issues. Culture and industry analysis are also provided as a way for the reader to understand the complexity associated with strategy. One underlying question is what role does STP play in understanding how to develop marketing strategies that build customer loyalty and help companies compete in the marketplace?

The Case of Google

Jamie Wampler, Millersville University of Pennsylvania
Ankur Nandedkar, Millersville University of Pennsylvania

The primary purpose of this case is to conduct comprehensive research on Google and its human resource practices. In this case, Google's selection, as well as their training process, will be analyzed. Their unique employee development program is aimed toward supporting an innovative workforce and will be discussed in this case. Google's performance management goals also coincide with their mission statement which is "to organize the world's information to make it universally accessible and useful". This paper will exhibit specific topics related to the human resource practices at Google, followed by a teaching note.

Putting The 'Star' In Starbucks

Brittany Wiker, Millersville University of Pennsylvania
Ankur Nandedkar, Millersville University of Pennsylvania

Every day Starbucks opens their doors with the goal of serving high quality coffee while working towards making the world a better place. It is more than just a cup of coffee; it is a way of life for the founders and employees. This case on Starbucks is aiming to create class discussion on the unique culture and goal that Starbucks wishes to promote with every cup of coffee served. True to their mission statement, Starbucks goes above and beyond as they inspire and nurture the human spirit. From day one in 1971, when their first store opened, they have set out to be a different company, from customer service to the corporate culture, Starbucks works to bring a feeling of connection to all. A short teaching note leads to discussion questions that highlight the human resource practices at Starbucks.

Analyzing Facebook's Human Resource Management Practices

Navado Robinson, Millersville University of Pennsylvania
Ankur Nandedkar, Millersville University of Pennsylvania

The goal of this case is to link the concepts and theories covered in the Human Resource Management Course to those practiced at Facebook. This case is a useful tool for students studying Human Resource Management, and it provides a connection to the theory discussed in the course and how it is applied by one of the world's leading organizations. Facebook has revolutionized the use of the internet for people to connect and interact with each other from all over the world, and the company has accumulated several "Best Place to Work" awards over the past decade. Facebook is defined by their unique culture – a culture that rewards impact and encourages people to be bold and solve problems that they care about the most. This case will

highlight the concepts, policies, and practices that help to mold the culture at Facebook, and how focusing on strengths during the hiring process contribute to their innovative products and services. This case will also appraise their efforts to address diversity and inclusion at ‘Tech Companies’. Discussion questions will be highlighted at the conclusion of the case.

Cases Without a Complete Instructor’s Manual-II

The Usa-Japan Rice Trade Negotiation In 2020

Nicolas Dahan, California State University, Monterey Bay Marylou Shockley, California State University, Monterey Bay

This case pits against each other the trade delegations of Japan and the USA to negotiate a trade deal regarding US rice exports to Japan. This has been a sore subject for over two decades, with Japan successfully stalling any opening of its rice market, despite WTO commitments to that effect. While rice is not the most important export category for the USA, they recognize that California rice farmers would benefit greatly from a market opening in Japan. This case is used as the basis of a simulated live negotiation between the two teams, with each student choosing to role-play an actual character involved in rice trade. The characters represent a range of stakeholders with differing interests on each side. Prior to the negotiation, students have to read the case to understand rice trade issues, as well as read a couple of articles on negotiation styles and business etiquettes in Japan and the USA. The live negotiation takes one hour and can be done face-to-face in class or online. It enables students to apply what they learned in their Global Business course in terms of soft skills (cross-cultural communication and negotiation) and disciplinary knowledge (international trade policy).

Country Fresh Bread – Navigating Business In A Red Ocean

Olugbenga Adeyinka, Manhattanville College

Yeti Johnson’s journey into entrepreneurship was influenced by the fact that her father was an entrepreneur. The family ran a bakery business in a small city of Lokoja in central Nigeria. An accidental opportunity discovery led to the addition of a flour distribution business to the existing family bread making business. Becoming the distributor for the biggest flour importer in Nigeria made it possible for the Johnson’s to procure flour at cheaper prices to service operations at their bakery and to run a profitable distributorship business for the entire central Nigerian region.

After graduating from college with a bachelor’s degree in Food Science and Technology, Yettie stayed with the family businesses. She focused on the flour distributorship aspect of the business and expanded the distributorship into 6 more neighboring states in the southwestern Nigeria. New challenges began for Yettie in her entrepreneurship journey after she got married to the love of her life and moved to Lagos State, Nigeria to join her husband and start a new life.

The Lagos bread making market proved to be an entirely different terrain for Yettie; it was essentially a red ocean, with thousands of other competitors in the bakery business. Furthermore,

because of her inability to visit and personally supervise her multiple warehouses in the other southwestern states, revenues from her flour distributorship nosedived significantly.

Yettie decided to start a new bakery in Lagos, her new home. Unfortunately, the bakery industry faced numerous challenges in 2017; from lack of steady power supply to lack of regulatory oversight which led to the proliferation of unregistered bakeries. The Nigerian Bakery factory workers were largely uneducated, poorly paid, and theft and lack of motivation was a perennial problem. To be successful, Yettie new she had to do things differently. She wanted to build an ethical business and entrench a winning culture in her company. Apart from these numerous challenges, Yettie also needed to urgently figure out whether to close the distributorship business or devise means of salvaging it.

Can Juul ‘Make The Switch’ From Addictive Product Marketer To Public Health Crusader?

Laura Blake, Nichols College Kyla Johnson, Nichols College

In 2018, after facing regulatory scrutiny and health advocate backlash for allegedly marketing the JUUL vaping product to teens, JUUL Labs responded with the launch of its rebranded “Make the Switch,” ad campaign. This entailed allocating million to target adult smokers who sought assistance with smoking cessation to be launched in 2019 (Roose, 2019). JUUL’s effort was intended to pivot from its previously teen target market focus to rebrand and target adult cigarette smokers with a value proposition that the product was a safer alternative to traditional tobacco products. Advertising claims of “99% safer” than cigarettes and “a safer alternative than smoking cigarettes,” became the firm’s primary marketing message. Some praised JUUL for the new positioning, seeing the brand as a socially responsible company seeking to enhance public health. Others, including public health officials and the FDA, were more skeptical, citing JUUL’s direct involvement with “turning a young generation into addicts” (Giordano, 2020). Was the firm sincere about its corporate social responsible transformation?

10:15am – 11:15am

Engaging Students in the Intrapreneurship Process (PDW)

Best Practices for Dealing with Work-Family Conflict During Remote Work– Beyond Platitudes and Pitfalls to Problem Solving (PDW3).

Best Practices For Dealing With Work-Family Conflict During Remote Work– Beyond Platitudes and Pitfalls To Problem Solving

Timothy Golden, Rensselaer Polytechnic Institute

Joan Weiner, Drexel University

Mousumi Bhattacharya, Fairfield University

With the explosive growth of remote work that has occurred as a result of the pandemic of 2020, people everywhere are coping with far greater daily conflict between their work and home lives.

The great urgency to understand how successful remote workers navigate the boundaries between their work and home lives is therefore of utmost importance, with employees everywhere struggling to cope with the new reality of how we work. This interactive session therefore has three purposes: 1). To identify and describe best practices of remote workers who successfully navigate the boundaries between work and home based on research findings; 2). To learn from the experiences of panelists who have actively worked to manage conflict between work and home during the pandemic; 3). To provide a forum where an interactive discussion can occur that helps audience members learn techniques and tips from each other. Participants will have the opportunity to examine their own experiences within this context and hereby develop ideas on how they can improve their ability to manage conflict between work and home during remote work.

Building Responsible Business Programs, Centers, and Outreach Initiatives: Multiple Perspectives and a Diversity of Experiences

Building Responsible Business Programs, Centers, and Outreach Initiatives: Multiple Perspectives and A Diversity of Experiences

Susana C. Santos, Rowan University
Noa Gafni, Rutgers Business School
Eban Goodstein, Bard College
Lisa Gring-Pemle, George Mason University
Jordan Howell, Rowan University
Anne M. Magro, George Mason University
Laura Matheson, Conestoga College
Rajul Singh, Conestoga College
Jeana Wirtenberg, Rutgers Business School

This symposium discusses multiple perspectives on building responsible programs in business schools. Building on the experiences of leaders from Rutgers University, Conestoga College, Bard College, George Mason University and Rowan University, this symposium provides an open discussion about how to start and grow curricula, co-curricular and outreach programs aligned with the responsible management principles in business schools.

By bringing together faculty and administrators from different schools with sustainability values, we will share best practices and broaden the conversation about curricula, co-curricular and outreach programs in different schools.

While panelists will discuss their current practices and challenges, the moderators will also facilitate interactions with the audience to identify innovative answers to transform responsible management education and practice in business schools.

This highly interactive symposium is designed to provide participants with several benefits, including (1) an up-to-date, inspiring and diversified summary of best practices for creating responsible management programs in business schools, and (2) a forum for participants to

discuss their own ideas and experiences related to bringing the principles of responsible management education to the university community.

Opportunities for Women’s Leadership Development in a Post-COVID World

Opportunities For Women’s Leadership Development In A Post-Covid World

Jean G. Beaupre, Nichols College

Robin Ayers Frkal, Nichols College

Noel Criscione-Naylor, Stockton University Tani Castañeda, Columbia University

This panel will lead the conversation on women’s leadership development for a post-COVID world. Panelists will review the factors that contribute to gender leadership gaps, the cost-benefit analysis women consider as part of their career advancement decisions, and the opportunities to bridge the leadership gap in a new workplace landscape. Finally, the panelists will express a call for research that may help understand and address the unique needs of leadership development in our current and coming times.

11:00am – 12:30pm

Cases With A Complete Instructor’s Manual-I

Kinsip: Spirits, Maple Syrup, Hand Sanitizer

Nicole Bérubé, Royal Military College of Canada

Geoffrey Pond, Royal Military College of Canada

This case describes how a micro-distillery adapted to the restrictions of the Covid-19 pandemic by producing hand sanitizer to serve the community. The product was well received and the business' owners are considering keeping it as a part of their marketing mix. The case invites students to discuss how consumers might react to this offering and what opportunities it might offer this business. Taking into account the costs and departure from the business' core products, is it advantageous to continue offering this product?

Tesla’s Lithium-Ion Battery Dilemma

Patrick McHugh, Brown University School of Engineering

Marco Ma, Brown University School of Engineering

In this case a soon to be environmental science graduate is struggling with a decision to apply for and to potentially accept a job opening at Tesla’s recently announced new electric vehicle plant in Austin, Texas. The graduate admires Tesla’s impressive success in driving electric vehicle adoption globally and its focus on addressing climate change. However, this position involves corporate communication support related to public positioning of Tesla’s lithium ion battery initiatives. Unfortunately, Lithium battery technologies raise a number of important environmental concerns and the job applicant is worried about these issues and possible long-

term personal reputation impact from, what he/she perceives will be, a required publicly visible support for their use. This case highlights issues at both micro (personal) and macro (firm and society) levels in addressing environmental social and governance (ESG) concerns. Issues around environmental tradeoffs (climate change mitigation versus environmental degradation), technology adoption (technology readiness and user adoption), firm (and personal) branding and reputation, decision framing, and firm issue management (greenwashing) are considered. The case personalizes these difficult tradeoffs and highlights the complexity of strategic decision-making in innovative and corporate social responsibility (CSR) contexts.

May You Live In Interesting Times: The Case of Bxl Zoute

Elizabeth A. McCrea, Seton Hall University
Heidi M. J. Bertels, CUNY College of Staten Island

How can a thriving popular neighborhood restaurant in the trendy Flatiron District in Manhattan survive the significant challenges that arise during the COVID-19 pandemic? Indoor dining is banned, offices are closed, and many residents have fled the city. This case describes how Klaas Claes, a Belgian immigrant and the co-owner of BXL Zoute, adapts to the changing business landscape during the initial coronavirus lockdown. During the first ten days, he quickly modified his business model several times to keep his restaurant in people's minds and to create some much-needed cash flow. For example, Claes began selling online gift cards and when New York State relaxed its liquor laws, he added alcohol to his delivery menu. He was also nearly ready to implement his idea to prepare and deliver sous vide meals (vacuum-sealed, ready-to-heat meals). Ten days after the announcement of the lockdown by New York's Governor, Andrew Cuomo, however, he realizes that the pandemic restrictions will be in force for a while. What can he do to make sure his business endures--or maybe even grows--during these "interesting times"?

Cases With A Complete Instructor's Manual-II

Using Integrated Marketing Communication Tools To Increase Viewership of A Television Program With Declining Ratings: The Walking Dead Marketing Case

Gregory Zerovnik, California State University, Monterey Bay

The Walking Dead is a popular one-hour, post-apocalyptic zombie drama that has enjoyed success in terms of attracting viewers, particularly the highly coveted 18-to-49-year-old demographic. For several seasons now, its ratings have been declining, although it is still the number one cable TV program and very profitable for its parent, AMC. The task to be undertaken here is to come up with a defensible integrated marketing communications promotional plan to reverse the downtrend and increase the program's ratings.

Make It Count! Johanne Turbide – Leadership and Engagement In The Service of Others

Melanie. A. Robinson, HEC Montréal
Pénélope Codello, HEC Montréal
Camille Carcel, HEC Montréal

Emmanuelle Fortin, HEC Montréal
Flavia-Alexandra Novac, HEC Montréal

Johanne Turbide's career is a perfect reflection of both her values and driving force – focused on others and motivated by change. Throughout the case, readers are afforded a glimpse into her childhood, education, and career experiences in order to help them to understand her core values, why they are so central to her and, importantly, the deep impact that they have on her personal and professional decisions, as well as her representation of leadership more generally.

Intrinsically motivated to enact change for the benefit of others, Johanne Turbide is a change agent and trailblazer whose impact has been recognized by many – including the CPA Order of Quebec, which named her as a Fellow in 2019. That same year, she began a term as Secretary General at HEC Montréal, as the first woman to hold the role at the university (HEC Montréal, 2019).

Taking a life-story approach, the case provides an excellent opportunity to examine the myriad of factors that have contributed Johanne Turbide's core values and leadership, as well as the impact that her leadership has had on others and the community at large.

11:30am - 12:15pm

Fellow's Symposium: Necessity is the Mother of Invention: Inventing New Opportunities in Online Management

Necessity Is The Mother of Invention: Inventing New Opportunities In Online Management Education

Dilip Mirchandani, Rowan University
David Fearon, Central Connecticut State University (Emeritus) Laurel Goulet, Massachusetts Maritime Academy
Steven Meisel, La Salle University
Theodore Peters, University of Baltimore
Joan Weiner, Drexel University (Emeritus)

This symposium is an early and exploratory look at the instant scaling up of virtual higher education, how it is unfolding and how we might begin to unpack the myriad challenges and experiences through differing lenses including the user experience or UX framework. While the focus is on Management higher education, there are broad patterns that are likely pertinent to a wider array of online delivery intentions and modalities.

Making the most of professional advisory boards for academic programs

Making The Most of Professional Advisory Boards For Academic Programs

Johnna Capitano, West Chester University of PA
Anthony Wheeler, Widener University

The use of professional advisory boards for business schools and programs has increased over the past decade. Deans and faculty are asked to form and chair these advisory boards, however, there is little (if any) preparation in doctoral programs for this type of role responsibility. In this workshop, we will share the different types of advisory boards and how they benefit students, faculty, the university, and even board members themselves. We will offer practical step-by-step advice on starting a new advisory board. And we will share best practices, uncovering ways to optimize the advisory board. Finally, we will provide attendees with a zip file of resources (articles and links) if they want to learn more. This highly interactive PDW is for anyone who either wants to generate more benefit from an existing advisory board or who will be starting a new advisory board.

Perils and Possibilities: Women's Entrepreneurship After COVID-19

Perils and Possibilities: Women's Entrepreneurship After Covid-19

Marie Segares, St. Francis College

Susanne Althoff, Emerson College

Saran Anika Nurse, The New School Stephanie E. Raible, University of Delaware Eda Sanchez-Persampieri, St. Francis College

Entrepreneurship research has historically been dominated by a male-normed approach highlighting growth as the primary measure of success and emphasizing the underperformance of women entrepreneurs. Contemporary explorations of women's entrepreneurship have brought feminist and critical theorist critiques to the forefront to develop a more nuanced understanding. Women's motivations for entering entrepreneurship are different than those of men, their access to capital and other resources is more constrained, and gender is just one of many possible sources of disenfranchisement. Black women entrepreneurs experience the double burden of racism and sexism. This panel symposium will bring together five researchers for an interactive discussion of the perils and possibilities facing women entrepreneurs in the wake of the COVID-19 pandemic in the United States. Topics include the resilience and fragility of women entrepreneurs, entrepreneurial identity, opportunity alertness, intersectionality in women's entrepreneurship, and making the entrepreneurial space more inclusive and equitable.

1:00pm - 2:45pm

Methods Workshop 1: Construct Validation and Scale Development

1:00pm - 2:30pm

Embryo Cases-I

Desert Control

Elizabeth A. McCrea, Seton Hall University

Gladys Torres-Baumgarten, Ramapo College of New Jersey Steven Lorenzet, Seton Hall University

Desertification is caused by intensive farming, droughts, poor irrigation practices, dams, and rising global temperatures. However, Desert Control has a patented liquid nanoclay technology, proven by independent researchers to significantly increase the fertility of unusable, sandy soil. Now with interested investors and curious customers, the Norwegian company needed to determine its rollout strategy. Desertification was a global issue and impacted a wide range of potential customers, from luxurious golf courses in the United Arab Emirates, to subsistence farmers in Burkina Faso, to corporate farmers in California, U.S.A., to the communist government of China. On which country or countries should they focus? On which customers? With which strategy?

Pricing was also an issue. Nanoclay production costs were coming down significantly as the firm gained experience, but, like many emerging technologies, it had not yet reached a scale that was cost effective for most customers. While rich golf courses and perhaps real estate developers in California could afford it, subsistence farmers certainly could not. And, although Desert Control was a for-profit firm, it also had a strong social mission to address climate change and food insecurity, which focusing on Arab golf courses or California land development would not achieve.

Dei On The Construction Site

Gladys Torres-Baumgarten, Ramapo College of New Jersey
Elizabeth A. McCrea, Seton Hall University

As a young South African construction professional working towards her Quantity Surveyor license, Ms. Kevina Kakembo was excited by the career opportunities AECOM-SA provided. The firm took employee development seriously and had a range of training opportunities for professional women like her, including peer support groups, formal mentoring, and in-house and on-the-job programs. Human Resources formally mapped out succession plans, which meant that career advancement was facilitated and expected. AECOM even supported her charity outreach trip to an orphanage on the remote Zinga Islands in Uganda to collect, analyze and purify drinking water. Ms. Kakembo truly felt that the company cared about her as a black woman in a male-dominated industry, and that the firm was working hard to build an inclusive work environment.

However, hers was not an office job. To do her work, she needed to go out to large infrastructure construction sites. She had to collaborate with non-AECOM employees, who did not have the level of training and support that she did. To be successful, Ms. Kakembo needed to work with people from many socio-economic, ethnic, religious, and educational backgrounds, some of whom resented a successful Black woman. What could she do when a non-AECOM employee created a hostile work environment for her?

What Is The Future of Coffee Drinks In China?

Heidi Bertels, SUNY
David Desplaces, The Citadel
Not applicable since this is an embryo submission.

Embryo Cases-II

Terminal Velocity Or Terminal Condition? Organizational History and Current Status (part A)

Michele Yoder, York College of Pennsylvania

Based on a semester-long live case conducted in an MBA course on organizational dynamics, the “Velocity” series of cases will dive deep into a relatively young organization that is struggling to become profitable. The names of the organization and the people involved have been changed, as have some of the details, but these written cases will unfold largely as the in-person presentations and interviews did while analyzing the live case. Designed to be used in combination with the book *Reframing Organizations: Artistry, Choice, and Leadership* by Lee G. Bolman & Terrence E. Deal, the cases enable students to explore structural, human resource, political, and cultural factors that affect organizational performance. The cases are intended to be sufficiently flexible to be used without the reframing model and can be adopted as a full set or in any combination desired.

Banking On Work-Life Balance

Megan Douglas, Missouri Southern State University
Sarah Holtzen, Missouri Southern State University
Katelyn Patterson, Pittsburg State University

Kathryn, a former Mission Bank (MB) employee, returned to MB in a HR capacity a few years ago. Known for her bubbly personality and willingness to help, Kathryn was quickly well respected among employees, her HR co-workers, and bank executives. Maternity leave was a hard departure from Kathryn’s work- centered life up to that point. While Kathryn anticipated a challenging transition from work to maternity leave, she did not foresee the difficult transition that awaited her return. Despite childcare agreements with trusted individuals and having backup plans in place, reliable childcare for her immune compromised son amid the global COVID-19 pandemic was fleeting. This case follows Kathryn’s attempts to create work-life balance and her eventual departure from the organization.

Asian Family Business Dilemmas - A Daughter's Perspective

Amy, Yamei Wang, The Hang Seng University of Hong Kong

Sarah is the expected successor of her family's business within the oil industry. Growing up, the family had always implicitly assumed that Sarah would take over the business one day when her father retired. Sarah did not have to think twice about her future career; it was naturally ingrained in her to pick up her family’s business. In preparation of her succession and to further develop her business skills, Sarah decided to pursue an MBA. However, as her studies progressed, Sarah had several important realizations. First, she realized that the future of all businesses hinged on their long-term plans regarding sustainability. As her family’s business was in the oil industry, more so than ever did the question of how to address sustainability emerge as an important

question facing her family business. Second, and more importantly, Sarah started to question whether she really wanted to continue her family's business. She had discovered that she enjoyed financial trading and was modestly successful in her financial investments. When examining why she felt she had to continue her family legacy, Sarah discovered many cultural expectations (like filial piety) that made up her motivations. She did not want to disappoint her father, but at the same time, she was not passionate about her family's line of work. As Sarah's MBA was coming to a close, and as her father was getting older, Sarah had to make some critical choices about exactly what she was going to do. Should she agree to the succession and try to succeed as a female leader? If so, how? Sarah did have the modern business knowledge to really transform and lead the business into the current business landscape. Should Sarah pursue her own career? She wasn't so excited about the oiling business, particularly as other industries such as fintech were more interesting to her. Or, should Sarah consider a radical transformation of her family's traditional business structure?

Barnes & Noble Education Inc.: How To Survive The Pandemic and Sustain Its Competitive Advantage?

Huy (david) Tran, Albright College

This teaching case offers an opportunity for students who take undergraduate strategic management course to examine the business of Barnes & Noble Education Inc., the bookstore operator on many college and university campuses in the U.S., especially under the circumstance of the coronavirus pandemic.

1:00pm - 2:15pm

Classrooms in Crisis: Applying the ABCs of Crisis Communication to Creating Engaging Zoom Classrooms

Classrooms In Crisis: Applying The Abcs of Crisis Communication To Creating Engaging Zoom Classrooms

Joy Jones-Carmack, Stockton University
Noel Criscione-Naylor, Stockton University

Due to the COVID-19 pandemic, educators have been called to demonstrate pedagogical leadership as they redesign classes to fit Zoom and other video conferencing platforms. This pedagogical leadership not only requires an understanding of curriculum design, but virtual synchronous teaching also requires an understanding of developing social presence by creating engaging virtual classrooms. This professional development workshop will utilize the ABCs of crisis communication (i.e., anticipating, being prepared, and communicating clearly) to provide tips and techniques for fostering engaging synchronous online class sessions on Zoom and other virtual platforms. After an informational session, where participants will gain tools for engaging students in virtual classrooms, session participants will be asked to offer techniques and tools found useful in fostering student engagement on Zoom (e.g., polls, breakout rooms, Google Docs, Wheel of Names, Word Cloud, and other technological tools). Participants are encouraged

to come to the session prepared to share tools or techniques they have found useful in fostering student engagement.

2:30pm - 3:45pm

Out of the Box: An Interactive Symposium Exploring the Use of Gaming in Management Education and Development

Out of The Box: An Interactive Symposium Exploring The Use of Gaming In Management Education and Development

Ian Mercer, Auburn University

Gabrielle Swab, Towson University

John Harris, Georgia Southern University Paul Johnson, University of Mississippi David

Tomczyk, Quinnipiac University Mariana Lebron, Towson University Jason Morningstar, Bully Pulpit Games

This panel symposium explores the use of gaming in management education and development. Bringing together management researchers with experience of the gaming industry, and industry professionals who are active in supporting gaming in learning and education, we generate an interactive discussion of the implications of using games within management education, research, and organizations. We specifically discuss the use of games within educational settings, and how game design can be used to augment knowledge transfer in management courses. We further provide examples of game use in courses including Leadership, Organizational Behavior, Human Resource Management, Entrepreneurship and Strategic Management as experiential learning activities. In doing so, we discuss how commercially available games can be modified and adapted for management education, presented in a digital context, and how games and game design can be implemented to illustrate management course material. This symposium session will also involve an interactive experience for attendees to use different games in a virtual format, highlighting how such use can creatively enforce terms and concepts.

2:30pm - 3:15pm

Emerald Cases Hub: Learning Resources for the Case Community

3:30pm - 4:30pm

Award-Winning Case Writers (Panel)

4:00pm - 4:30pm

Exhibits

4:30pm - 6:00pm

Mid Career and Senior Faculty Consortium

4:30pm - 5:30pm

CASE Celebration Hour

Thursday May 20, 2021

8:30am-9:00am	Welcome Address by EAM President				
9:00am-12:00pm	CASE Writing Hackathon				
9:00am-10:15am	Innovative Learning Strategies for Management Education	Micro Perspectives on Performance and Enhancement (OB)	Modeling CSR Leadership Dynamics	Perspectives on Entrepreneurs as Persons (ENT)	Upper echelons influence on strategic actions
10:30am-11:45am	Incubator Session: Innovation	Methods Workshop II: Quantitative Methods	Negotiations, Problem Solving, & Decision Making	Success and Sustainability	
11:45am-12:15pm	Exhibits				
12:15pm-1:00pm	Lunch				
1:00pm-2:15pm	Dean's Panel: 2020 AACSB Accreditation Standards: Overview and Important Faculty Takeaways				
1:00pm-2:00pm	CASE Association Business Meeting				
2:30pm-3:45pm	Board Gender Diversity Effects on CSR	Entrepreneurship in Various Contexts and Methods	Motivation and Workplace Interaction	Poster Session: Contextual Research in the COVID Era	Workplace Environment and OB studies
4:00pm-5:15pm	Communication Concepts, Research, and Methods	Incubator Session: Leadership	Mandates and Constraints on CSR	Post Pandemic: Implications on Workplace and Organizations	Poster Session: Strategy and Entrepreneurship
4:00pm-5:00pm	Teaching with Cases Online				
5:30pm-6:30pm	EAM Social Hour				

9:00am - 12:00pm

Case Writing Hackathon

9:00am - 10:15am

Innovative Learning Strategies for Management Education

Virtual Reality As An Innovative Platform For Developing Intercultural Competence In Management Education

Jestine Philip, University of New Haven

Mesut Akdere, Purdue University

With increased globalization, employers are seeking skilled workers with high intercultural competence. Much of the coursework in business schools relating to content around intercultural topics typically focus on cognitive learning, rather than behavioral or attitudinal development, and are provided through conventional teaching approaches like lectures, class discussions, and case studies. Given the technological advances and their prevalence in the realm of education, a potential direction for management education is virtual reality (VR) technology, which can help

enhance the classroom experience in developing intercultural competence through implementing experiential pedagogy. This paper aims to explore the utility and applications of VR technology in helping students develop intercultural competence, a crucial aspect for organizational diversity and inclusion efforts. With research questions that relate to intercultural competence and student perceptions of this innovative immersive technology in their learning, we propose a mixed method study composed of pretest-posttest, semi-structured interviews, and self-reported reflections involving a VR simulation deployed using Oculus VR headsets. VR technology complements and augments an instructor's teaching capacity and would offer a supplementary venue for students to learn beyond the classroom setting.

On Art-Based Teaching and Learning In Management Education: Personal Reflections

Charlie Yang, Southern Connecticut State University
Ekaterina Ivanova, Graduate School of Business, HSE University
Maria Ivanova, University of Applied Arts Vienna

This paper is designed to reflect upon the pedagogical potential of arts-based practices in management education based on personal reflections on our experiences as business school professors and an independent scholar with collaborative working experiences with artists, respectively. Following a brief literature review on arts-based initiatives (ABIs) in the field of management and organization studies, we reflect upon our utilization of two ABIs in our classrooms and discuss the pedagogical implications of participatory and socially-engaged art practices for management education. We specifically focus on how writing a museum visit reflection paper and creating an electronic portfolio of digital photographs have enriched not only our students' learning experiences but also our own personal development as reflective practitioners. We further discuss why and how arts-based pedagogical innovation can be more proactively incorporated into the business school curriculum in order to cultivate a more balanced and responsible mindset among millennial business students.

Reframing The Boundaries of Experiential Education Using Cynefin Domains

Elysebeth Leigh, UT
Laurie Levesque, Suffolk University

This conceptual paper explores the disconnect between the environments and processes where students are learning about management and the volatile, uncertain, complex, and ambiguous (VUCA) environments whereas graduates will be doing management. Employing the Cynefin Domains of Knowledge (Snowden & Boone, 2009) as a sensemaking tool for this exploration reveals the paucity of management education/learning techniques available to map onto complex or chaotic VUCA environments. Some possible causes for the persistence of this gap between theory and practice in management education are examined. We propose a greater focus on experiential simulations and activities and a willingness by all stakeholders to risk non-linear and unfamiliar learning experiences, given employers' expectations that graduates efficiently transition from

Micro Perspectives on Performance and Enhancement (OB)

The Interaction of Trait Competitiveness and Core-Self-Evaluations On Predicting Competitive Attitudes

R. Gabrielle Swab, Towson University
John Galvan, University of Mississippi
Chelsea Sherlock, Louisiana State University

This study investigates the theoretical and empirical links between general trait competitiveness and the three competitive attitudes of personal development, hypercompetition, and competition avoidant. Our findings display the multifaceted nature of individual competitiveness, as moderated by core self-evaluation. We demonstrate it is not merely the level of general trait competitiveness that influences an individual's attitude towards competing, but heightened levels of core self-evaluation decrease the neurotic and unhealthy competitive attitudes of hypercompetitive and competition avoidant individuals. We discuss the implications for moving forward.

Attributions of Managerial Decisions, Emotions, and Ocb. The Moderating Role of Ethical Climate and Self-Enhancement.

Lily Chernyak-Hai, Peres Academic Center
Aharon Tziner, Peres Academic Center

In this study, we examined the relationships between employees' negative internal attributions of their supervisors' workplace decisions and organizational citizenship behavior (OCB) as mediated by adverse emotions. The present research also explores the moderating role of organizational ethical climate (OEC) and self-enhancement on OCB. In two studies conducted on participants recruited from industry, we found that the higher employees' negative attributions of their leader's decisions, the more they experience negative affect, and the less they report engaging in OCB. Further, OEC moderates the indirect effect of attributions on emotions, such that it is attenuated under high levels of egoism- and principle-based OEC (Study 1). Further, our findings show that the effect of OEC on OCB diminishes under high levels of negative attributions (Studies 1 & 2); and that the effect of principle-based OEC on OCB is mitigated given high levels of self-enhancement (Study 2). Theoretical and practical implications are discussed.

Coping With Performance Feedback: Why Self-Confidence Fails To Deliver?

Anna Sycheva, King's College at University of Western Ontario

The paper assumes the affect-based theory of feedback (Illies & Judge, 2005) and closely examines the buffering hypothesis (Sherman & Cohen, 2006). Specifically, it explores the mechanism and contingencies of the buffering effect of global self-views. I offer a process framework explicating contraction and expansion of the buffering effect attained through psychological distance between global and specific self-views. Further, the presented model delineates how global self-views may increase or attenuate the affective strain of negative performance feedback based on contingencies of self-worth. In doing so the paper draws

attention to the subjective person-task relationships as a fruitful lens in studies of feedback and self-regulation.

Modeling CSR Leadership Dynamics

Leveraging A Lenient Category In Practicing Responsible Leadership: A Case Study

Xueting Jiang, New York Institute of Technology
Bogdan Prokopovych, University of Massachusetts Amherst
Garett Distefano, University of Massachusetts Amherst

In this extended case study, we examine how business leaders translate responsible leadership mindset into practice and engage with various stakeholder groups. By looking at the efforts of a leadership team of a large US college dining provider, we found that organization executives leverage a lenient market category of local food to successfully connect with and satisfy interests of different stakeholder groups. We believe that lenient categories, those with unclear boundaries and ambiguity, could be used as strategic devices to integrate less similar needs of stakeholders and foster positive stakeholder relationships. Based on our findings, we develop a theoretical model to illustrate how responsible leaders take advantage of meaning structures of the market category they have adopted and achieve both financial and social benefits for a broad range of stakeholders.

When Workplace Norms Conflict: Using Intersubjective Reflection To Guide Ethical Decision-Making

Tobey Scharding, Rutgers University
Danielle Warren, Rutgers University

Here we address how to ethically evaluate workplace practices when workplace behavioral norms conflict with employees' attitudes towards those norms, which, according to research on psychological contract violations, regularly occurs. Drawing upon Scanlonian contractualism, we introduce the Intersubjective Reflection Process (IR Process). The IR Process ethically evaluates workplace practices according to whether parties to a workplace practice have intersubjectively valid grounds to veto the practice. We present normative and empirical justification for this process and apply the IR Process to accounts of workplace moral dilemmas. We end by identifying future directions for research related to the IR Process.

Effect of A Ceo's Organizational Identification On A Firm's Csr Engagement: The Social Identity Perspective

Keshab Acharya, Central Connecticut State University

Drawing upon the social identity theory, I develop a typology to explore the effect of a chief executive officer's (CEO) organizational identification and their perceived importance of ethics on a firm's corporate social responsibility (CSR) practices. While CSR scholars are increasingly arguing that CEOs' characteristics influence firms' CSR practices, the mechanisms underlying

this relationship are yet to be fully theorized and evidenced. I explore this mechanism by distinguishing different types of organizational identifications for a CEO. Furthermore, I explore how firms' CSR practices differ with high and low levels of perceived importance of ethics by a CEO. I offer some theoretical and practical implications, including the notion that understanding the impact of a CEO's organizational identification may help firms maximize the value of their CSR efforts.

Perspectives on Entrepreneurs as Persons (ENT)

Brain Connectivity and Entrepreneurial Creativity: A Triple Network Model

Constant Beugre, Delaware State University

To yield to the increasing call for integrating a biological perspective to the study of entrepreneurship, the present paper explores the neural foundations of entrepreneurial creativity. In so doing, the paper develops a brain connectivity model that suggests that synchrony between the default mode network (DMN), the executive control network (ECN), and the salience network (SN) facilitates the generation of entrepreneurial ideas. Hence, the model construes entrepreneurial creativity as a whole brain activity. The model's implications for research on entrepreneurial creativity and entrepreneurial education are discussed.

Entrepreneurship Training Effect and The Intersectionality of Race and Gender: A Gate Analysis

Lauren Bock Mullins, CUNY
Isabel Rechberg, CUNY
Hyoung Suk Shim, CUNY

With an emphasis on intersectionality theory, this study empirically examines the entrepreneurship training effect on the propensity of being business owners within the context of race and gender. Using data from the GATE study, we find that the entrepreneurship training itself significantly increases the probability of being a business owner. This positive training effect does not differ by race. We find that Black participants are less likely to become business owners, but this result is biased due to the absence of income control. We do not find substantial differences in probability of being business owners between Black and non-Black participants. Then we estimate the training effect by gender and find that the training is effective only for male participants, and this training effect for participants might differ by race. Although the training has the same effect on opening a business, or in other words entrepreneurial training effect does not differ by race (Black/non-Black), there are significantly more white than Black entrepreneurs, even when taking income into consideration. Thus, we recommend further exploration into assisting entrepreneurial behavior; who find themselves disadvantaged at the intersections of race and gender, despite having the same training opportunities, to become business owners.

Entrepreneurial Sensebuilding: Making Sense of An Unknown and Uncertain Future

Elizabeth McCrea, Seton Hall University

Nascent entrepreneurs craft a vision to create new value in the future. They select which resources they will appropriate and leverage, figure out which processes and structures they will build, and decide what value they will create for which customers. They are proactively making sense of a future situation and are actively constructing a new model or framework that will enable them to derive meaning for hypothesized future events. Thus, sensemaking can be a useful theoretical lens through which to analyze how entrepreneurs construct that future.

Sensemaking to date, however, is mostly retrospective. It is defined as a process of placing stimuli in an existing or evolving framework to create meaning. Yet, at the start of a new venture such a framework for the organization does not yet exist. Thus, creating a new sensemaking framework is the main contribution of an entrepreneur: imagining, designing, and building a new model, which can then be used to make sense of future stimuli. This perspective shifts the temporal focus from a backward-looking, retrospective act of sensemaking, to a forward-looking, prospective, creative act of sensebuilding. This shift provides new insight for researchers, educators, policy makers and entrepreneurs themselves, as outlined in this proposal.

Upper echelons influence on strategic actions

Ceo Compensation and Corporate Political Strategy: Exploring The Moderating Roles of Ceo Tenure and Duality

Mine Ozer, SUNY Oneonta
Ekin Alakent, California State University – East Bay

In this study, we investigate the effect of chief executive officer (CEO) compensation on corporate political strategy (CPS). Drawing from agency theory arguments, we propose that CEOs with long term compensation are more likely to invest in CPS as there is an incentive alignment between these CEOs and shareholders for CPS. Furthermore, this relationship is strengthened by CEO tenure and duality. This study provides empirical evidence that agency problems arising from CPS could be mitigated as CEOs' compensation is linked to long term firm performance. We find support for our ideas with a sample of 444 U.S. pharmaceutical firms. Overall, this article demonstrates how a CEO's behavior may shape a firm's CPS investments more profoundly in the presence of effective incentives.

Competing To Be Good: A Path From Competition To Csr

Ana Câmara, Iona College

Drawing on competitive dynamics and organizational learning literatures, this study tests the influence of competitive actions on the firm's strategic decision of engaging in corporate social responsibility (CSR). It hypothesizes that one mechanism that can explain the influence of competitive actions on the choice of CSR strategies is the exposure they offer to the competitive environment, revealing opportunities and socially and environmentally friendly alternatives that motivate CSR engagement. Findings show that competitive actions with broad scope and

diversity in competitive repertoires are related with the engagement in CSR, highlighting the importance of competitive behavior in the adoption of CSR strategies and indicating that knowledge and experience obtained in the market through tactical competitive actions are determinants of strategies that reflect firms' attention to social, philanthropic, and environmental issues.

Market Performance of Spun-Off Subsidiaries: Effects of Board Independence and Directors' Industry Experience

O. Volkan Ozbek, Trinity University

The ultimate goal of corporate spin-offs, as a corporate restructuring technique, is to create better value for both the divesting firm and its subsidiary/ division. These corporate transactions lead to the creation of independent, publicly traded entities, which are called spun-off subsidiaries. In this study, we examine the effect of board independence and directors' industry experience on the market performance of spun-off subsidiaries by setting two hypotheses. Our sample includes 123 completed U.S.-based spin-off events during a 14-year long time frame. According to our empirical analysis, we find support for both hypotheses, which appear to be significant and positive. In addition, a supplemental analysis shows that the interaction effect of directors' industry experience and board ownership is positive and significant. Based on the arguments of agency and resource dependence theories, this study contributes to the governance literature by proving the significant importance of board of directors (namely, their independence and industry experience) on the market performance of spun-off subsidiaries after being separated from their corporate parents. From the managerial contributions aspect, this study tells us that if the board is independent and includes directors with the same industry experience, these spun-off subsidiaries will experience positive change in their market performance. Our interaction effect also shows that if board members are offered more shares on the top of their industry experience, the change in market performance will be stronger.

10:30am - 11:45am

Incubator Session: Innovation

Design Thinking For Start-Ups

Laquita Joyner-McGraw, Southern Connecticut State University

This paper examines an approach to design thinking learning for college students to understand how a start-up technology company creates an opportunity to expand their entrepreneurial thinking skills. This article contributes to Wolniak's (2017) design thinking approach regarding empathy and starts with five steps: empathize, define, ideate, prototype, and test. These skills emphasize a practical approach where students take theory into practice, which is beneficial in entrepreneurship education.

The Impact of Entrepreneurial Leadership On Creativity and Innovation In Start-Ups

Rayan Aljadani, Morgan State University

Most start-ups do not make it to the maturity stage. They collapse along the way due to massive competition from well-established rivals. Start-ups have to progress to different distinct stages until they reach maturity stage. Start-ups requires to be creative and innovative due to the current level of development. The start-ups have to focus on commercial exploitation which is triggered by external influence interests or markets. Entrepreneurial leadership is one of the leadership approaches used to help organizations remain competitive. Entrepreneurial leaders must have the ability to step up in times of imminent crisis, be able to think critically, and act creatively in difficult and stressing situations within their field of leadership. Therefore, entrepreneurial leadership is vital in all sectors because it encourages the growth of the start-up and the economy. Whether original or borrowed, effective entrepreneurial leadership and guidance is based on communicated ideas to other people in a way that engages them enough to act as the leader wants them to perform. Leadership challenges are evident in many organizations all over the world, the common one being development of managerial effectiveness. The related skills include prioritization of essential projects, proper time management, good decision making and strategic thinking. Therefore, to achieve this, the entrepreneurial leader may delegate some of his or her duties. This is the use of different ranks in the line of work such as supervisors to oversee their subordinate staff and making sure the work is done properly. Delegation of duties harnesses other peoples' power in a more definite manner which increases creative and innovative ideas. The leader may also set goals and standards to be achieved which provides direction for the employees. Goal setting also provides the leader with benchmarks for determining the progress of the start-up and helps towards achieving the start-up's goals and maximizing the values of the organization. Entrepreneurial leaders should also have the ability to inspire others to love their job and ensure that they are satisfied working in the organization. Effective entrepreneurial leaders help their workers to do more and develop more skills in their line of duty. Leadership is a skill that seeks the welfare of the organization as a whole, so the office has to be well-conditioned and with an appropriate working environment. Inspiring others and living as an example and also transmitting positive values to the team is fundamental to the employees. Sharing valuable information with the subordinate employees encourages them to launch new initiatives and bring up growth related ideas. Understanding the values of employees and congratulating them on small achievements builds their morale which is beneficial to the entire start-up. The positive motivation of employees like avoiding heavy punishments and reprimands changes their negative attitude towards work and improves inter-employee consultation. Developing employees is a challenge faced by entrepreneurial leaders. It can be solved by coaching and mentoring the employees. It is a process of interaction between the more experienced staff and the less experienced ones. The aim is supporting the development of an individual to build a stronger workforce. The workers are provided with encouragement, support, and guidance, who then utilize the support provided to improve their skills. In this research paper, the objective is to identify the impact of entrepreneurial leadership on employees in enhancing creativity and innovation in start-up organizations.

The Impact of External Funding On Human Genome Editing Technologies: Does It Discourage Innovation?

Janet Rovenpor, Manhattan College Simion Alin Tomoiaga, Manhattan College Poonam Arora, Manhattan College

CRISPR, TALENs, and ZFNs are popular gene-editing technologies that have the potential to eradicate genetic diseases (e.g., cystic fibrosis, sickle cell anemia, muscular dystrophy) and to enhance several basic human traits and capabilities (e.g., create designer babies and athletes with added oxygen carrying capacity needed for endurance). They have enabled basic science to progress in leaps and bounds while simultaneously encouraging startup companies to commercialize the knowledge as products for eventual mass distribution. Startups require significant infusions of capital to ensure their survival and growth. We examine the role of funds in this juxtaposition of goals: the need to further basic research to remain cutting-edge and to commercialize current knowledge as profitable products.

Ai-Enabled Recruitment: Should I Apply

Honghua Li, Li. Morgan State University

Samina M. Saifuddin, Morgan State University

The rapidly developing world of artificial intelligence (AI) has created opportunities for organizations and work (McCarthy, Minsky, Rochester, & Shannon, 1955; Nawaz, 2019; Salam, 2019; Xia & Gong, 2014) since it has been introduced in the 1950s (McCarthy et al., 1955). Artificial intelligence can deal with large quantitative data and result in reliable organizational decisions (Yavuz, 2019). One area where AI applications are transforming the field is the talent acquisition system (Albert, 2019; Black & van Esch, 2020; van Esch & Black, 2019). Talent is critical for corporate performance (Whysall, Owtram, & Brittain, 2019). In the era of Industry 4.0, technological breakthroughs and increased need for knowledge workers have pushed companies to incorporate effective talent acquisition processes (Dhamija & Bag, 2020. Sivathanu & Pillai, 2018; Whysall et al., 2019). For example, social media platforms had 3.6 billion dynamic users in 2020 and are projected to grow to 4.41 billion users by 2025 (Clement, 2020). Having access to these new platforms for hiring, companies need to implement AI tools to attract, recruit, and select applicants competitively (Kemp, 2018; van Esch & Black, 2019).

Exploring Relationships Between Personality Ratings and Computer-based Analysis of Behaviors in Video Interviews

Louis Hickman, Purdue University

Nigel Bosch, University of Illinois

Louis Tay, Purdue University

Sang Eun Woo, Purdue University

Interviews are conducted with the goal of using interviewee behavior to infer interviewee characteristics. These interviewee behaviors include verbal responses, nonverbal behaviors that accompany those responses, and paraverbal behaviors (e.g., pitch, speech rate) associated with the delivery of the responses. With the rise of video interviews, more companies are seeking to apply computer-based analytics to assess interviewee characteristics. Yet, it is critical to

determine the extent specific behaviors are related to interviewee characteristics as well as the types of behaviors that can be retrieved through computer-based analysis. As initial steps toward this goal, we compared existing operationalizations of interviewee behavior with behaviors that computers can extract. Then we conducted 467 asynchronous video interviews, collecting both self-reported and interviewer rated five-factor model personality estimates, and used emotion analytics software and closed vocabulary text mining to extract interviewee verbal, nonverbal, and paraverbal behaviors from the interviews. We examined the extent to which computer-extracted behavioral indicators correlated with self-reported and interviewer rated personality traits, as well as whether those relationships aligned with prior research. This paper applies novel data science methods to advance our conceptual understanding of whether behavior and personality can be inferred by computers in employment interviews.

Methods Workshop II: Quantitative Methods

Negotiations, Problem Solving, & Decision Making

NegotiPoly: Leveraging A Classic Board Game To Teach Negotiations

Tuvana Rua, Quinnipiac University
Leanna Lawter, Wheaton College
Zeynep Aytug, California State Polytechnic University

Negotiation is part of every manager's daily life; thus, more and more business programs are integrating experiential negotiation and dispute resolution courses into the curriculum. We present NegotiPoly, an experiential exercise that utilizes game-based learning to engage students in dyadic or team negotiations. This exercise utilizes the Monopoly board game with unique rules to engage students in negotiations and decision making and allows the instructor to discuss key negotiation concepts such as power, distributive and integrative negotiations, multi-party negotiations, multi-round negotiations, cooperation versus competition, coalitions, trust, reputation, and relationships in negotiations.

Translating The Un Sdgs From Goals To Managerial Decision-Making: A Role Play Simulation Designed To Spark Critical Thinking

Julie Stanton, The Pennsylvania State University
Isabella Briseno, The Pennsylvania State University

This exercise focuses on the subject of sustainability, using the United Nations' Sustainable Development Goals (SDGs) as the lens. It is designed to take advantage of the remote learning environment common in this Covid-19 time, and in doing so, provide incentive for students to be on-screen participants in their course.

In brief, the exercise engages students with the content and purpose of the 17 different SDGs, and does so in a way that prepares them to make arguments for why companies should change their practices. It involves a role play simulation that provides students with an appreciation for the trade-offs required to move from the current "model" for product design & manufacturing

into one more aligned with the UN SDGs. Roles include (1) the 25-year veteran manager with an “if it ain’t broke, don’t fix it” mentality, (2) an experienced, but new- to-the-firm manager desiring to refresh the company’s methods, (3) a marketing researcher familiar with the company’s product, and (4) a representative of the Eco-Justice League, a group dedicated to advancing environmental and human justice goals.

As constructed, the exercise is currently used as the first of several steps students will take to gradually develop a persuasive argument for changes needed for a specific product from a specific company. Their final set of points are “presented” to the firm’s upper management, as represented by guests to class.

Nestle’s Sticky Problem: An Exercise In Problem Framing

Steven Meisel, La Salle University

In 2010 Nestle’s was the target of a Greenpeace campaign regarding the company's use of palm oil from deforested areas in Indonesia. The focus of the Greenpeace protest was that harvesting palm oil destroys one of the last natural habitats of Orangutans (an intelligent, highly social primate on the endangered species list). The primary tool for Greenpeace was a graphic YouTube video of an office worker inadvertently biting into an orangutan finger instead of a Kit Kat chocolate bar. Nestle's aggressive tactics to blunt the campaign created poor public relations for the company. This incident creates an opportunity for management students to consider the many ways a problem can be framed and the actions that follow from various types of problem identification. This session will be a hands-on exercise using this case to generate student awareness and conceptual versatility in problem identification and crisis communication.

Success and Sustainability

The Effect of Accreditation Tenure On Business School Distinctiveness

Bret Sanner, LaPenta School of Business at Iona College

Daisung Jang, University of Queensland
Bernadine Dykes, Shenandoah University

Whether accreditation harms distinctiveness in higher education has been the subject of much debate. We help resolve this debate by drawing on two-stage valuation theory to develop and test hypotheses of how accreditation tenure influences business school distinctiveness. More specifically, we apply two-stage valuation theory to suggest an inverse U-shaped relationship between accreditation tenure and distinctiveness. We also explore the role of stakeholders by proposing that public business schools having more diverse stakeholders constraints their distinctiveness across lengths of accreditation tenure. We find empirical support for our predictions in a multi-source data set of AACSB accredited business schools. Finally, a post hoc analysis finds that business schools being affiliated with a private university is associated with higher student starting salaries, because private business schools place greater emphasis on developing students’ social acumen. Our theorizing and findings contribute to research on higher

education accreditation and distinctiveness by shifting the discussion from whether accreditation harms distinctiveness to how and when accreditation impacts distinctiveness. Additionally, we highlight the importance of considering limits of the effect of accreditation on distinctiveness and of applying two-stage valuation theory to understand how accreditation effects distinctiveness in higher education.

Route Success: The Highway Connecting Design Thinking To Student Success

David Desplaces, The Citadel
Kristen McMullen, College of Charleston
Cory Werkeiser, College of Charleston

Using design thinking and the Design Your Life framework from the d.school at Stanford University, the authors introduce a comprehensive activity-based coaching program for students who wish to build their own Odyssey Plan and map their future at a 4-year university. The semi-customized life design program was tailored for first-year students and seniors specifically and helped them answer how they should approach the challenge of building their own life while building the capacity to deal with roadblocks, limits, and the fear of making choices. Qualitative data shows that the program helped first-year students choose their major and find career focus while giving them insight into how to get involved and find their passion. This contrasts with the seniors who learned to build their own life, prioritize, find balance, and tell their story. Quantitative data shows how this program significantly reduced participants' sense of career anxiety, improved their sense of hope for the future, built their self-efficacy, while moderately impacting their ability to set goals. Recommendations on how to implement a university-wide initiative are discussed.

Leadership Development In The Age of Covid-19: Implications To The Growth of Project Managers

Robin Ayers Frkal, Nichols College
Michael Lewis, Assumption University

This article begins an exploration of the impact working from home has on leadership development, specifically vertical development. Much of the literature on work at home focus on economic impact, as well as employee satisfaction. Little to no studies have addressed work from home impact on leadership development. To begin this conversation, we surveyed project managers and asked them to compare their leadership development activities pre-pandemic in an office to working at home during the pandemic. We found that project managers, in the aggregate, did not reduce their engagement in the leadership activities surveyed. In some activities, engagement increased. While these findings are encouraging, this study concludes that organizations should do more to make leadership development, specifically vertical development, more intentional in remote work environments. Suggestions on how to do this are addressed. Given this study's preliminary nature, more research is needed to examine the effectiveness of vertical development practices in remote work environments.

Teaching Freshmen About The Sustainable Development Goals

Joel Rudin, Rowan University

Cam Casper, Rowan University

Today, there is a citizenship expectation to business education. Business professors are supposed to instill an appreciation of corporate social responsibility in our students, so that after graduation our alumni will take the interests of all stakeholders into account when making business decisions. Due to issues such as climate change, interest in sustainability has increased in recent years. Sustainability emphasizes the effects of business decisions on our planet. Within a college of business, sustainability is even more challenging than corporate social responsibility to teach and research. This paper explores an effort to teach freshmen business students about sustainability. First, it reviews the Sustainable Development Goals, a United Nations sustainability initiative, and relates the Sustainable Development Goals to the concept of responsible management education. The following section describes the research context of this study, in which we introduced the Sustainable Development Goals to freshmen in an introductory business class. It then presents and discusses the results of our study, comparing students' commitment to responsible management at the beginning and end of the semester. Our first hypothesis is fully supported and our second hypothesis is partially supported. The paper concludes with implications for research and teaching. . It is incumbent on all management scholars to do something in support of the Sustainable Development Goals, rather than passing these problems to our colleagues.

11:45am - 12:15pm

Exhibits

1:00pm - 2:15pm

Dean's Panel: 2020 AACSB Accreditation Standards: Overview and Important Faculty Takeaways

1:00pm - 2:00pm

CASE Association Business Meeting

2:30pm - 3:45pm

Board Gender Diversity Effects on CSR

The Link Between Leadership Gender Diversity and Corporate Social Responsibility

Muhammad Ali, Queensland University of Technology

Mirit Grabarski, Western University

Nazish Imtiaz, National Textile University

Sana Ahmed, National University of Science and Technology

Women leaders bring different perspectives and resources. We use resource dependence theory and stakeholder theory to predict how both board gender diversity and top management team (TMT) gender diversity affect CSR which, in turn, affects organizational outcomes. In addition,

we draw on contingency theory to hypothesize that the effect of CSR on organizational outcomes varies across organizations depending on their size. We test our hypotheses using multi-source time-lagged data from 248 organizations in Australia. The results indicate that while both board gender diversity and TMT gender diversity are positively associated with CSR, board gender diversity had a stronger effect on CSR. In turn, CSR is negatively associated with employee turnover and positively associated with perceived organizational performance. Importantly, CSR had a negative effect on employee productivity in small organizations and a positive effect on employee productivity in large organizations.

Women In The Boardroom and Product Recalls

Omer Gokalp, Suffolk University
Yannick Thams, Florida Atlantic University
Mark Blodgett, Suffolk University

We address the link between board gender diversity and product recalls. Albeit prior studies have delved into the implications of board gender diversity for firm performance and corporate social performance, their results highlighted equivocal findings, prompting the need to examine more proximal strategic issues. Drawing on gender socialization theory holding on the premise that women are likely to possess a strong ethical orientation due to the socialization process, we argue that women are likely to exert a positive influence on firms as it relates to their organizational responses to product recalls. Specifically, we maintain that board gender diversity may reduce the number of agency-initiated investigations but may lead to more voluntary recalls (without need for regulatory agency involvement). We further posit that board while product recalls may sometimes be inevitable, gender diversity may help firms reduce the number of severe recalls. Testing our hypotheses in a sample of publicly traded local and foreign auto manufacturers operating in the U.S. from 2003 to 2014, we find broad support for our theory.

Entrepreneurship in Various Contexts and Methods

Entrepreneurial Iatrogenesis In Family Business: An Explorative View

Oscar Montiel, Universidad Autonoma de Ciudad Juarez

As Baumol (1990) stated, the process of entrepreneurship can be productive or destructive. Different positions have been investigated on this, like the dark side of entrepreneurship (DSE, Author & Clark, 2018) and the Dark Side of Family Business (DSFB, Author & Soto, 2020). But none of them inquire about the Iatrogenesis effects that can result from both. An extensive literature review was made, suggesting many perspectives remain for research, starting with a clarification and a more precise definition of Entrepreneurial Iatrogenesis, and the factors or forces that can drive it. To begin to conceptualize this potential research stream, a conceptual model was developed. The results suggest its dimensions and elements have constant interaction and feedback, a systemic position, in which the context plays a decisive role. The paper has implications for the development of public policies, federal, state, and local entrepreneurship/small- and medium-sized enterprises (SME) programs, educational institutions, and entrepreneurial families to establish preventive courses of action.

Resolving The Artisan Entrepreneur's Oppositional Identity With Venturing In A Declining City Context

James Wilkerson, The Pennsylvania State University

This paper presents conceptual research questions and propositions on the relationship between the artisan entrepreneur's oppositional identity and entrepreneurially venturing in the context of declining cities. The conceptual development herein relies on identity theory (including occupational identity and counter-institutional identity concepts), embeddedness theory, and urban economics concepts. This effort addresses calls for more research on both artisan entrepreneurship and the declining city as a context of entrepreneurship.

Advancement In Crowdfunding Research: A Bibliometric Citation Analysis

Swati Oberoi, Indian Institute of Management Shillong
Vishal Gupta, University of Alabama
Rohit Joshi, Indian Institute of Management Shillong
Atul Mehta, Indian Institute of Management Shillong

We strive to gain an appreciation of crowdfunding (CF) as a nascent field of academic inquiry through an exploratory bibliographic analysis. As a decade of academic research comes to a close, scholarly knowledge related to CF is limited and fragmented. We address this gap by performing a contemporaneous and comprehensive bibliographic analysis of 660 publications. We map the temporal advancement of CF research output and identify the most influential journals and the disciplines in which CF research has progressed the most. Employing citation analysis, we uncover the intellectual structure of CF comprising of key influential articles which have been instrumental in the evolution of CF. We categorize the most cited articles representing the nomological structure of CF into four thematic clusters- delineating CF as a research discipline, factors that impact effectiveness of CF performance, factors that shape CF dynamics and platform strategies and deciphering the motivation of crowd-funders. These clusters collectively represent the theoretical underpinnings and empirical investigations in which CF conversation has advanced the most in research outlets. We believe that our bibliometric analysis will help delineate the evolution of CF and identify trends in CF publications. It will help future scholars move beyond vastly studied themes and focus on relatively unexplored research directions which would likely enrich the extant CF literature.

Motivation and Workplace Interaction

Social Support and Well-Being Among Relocating Women: The Mediating Roles of Resilience and Optimism

Limor Sagi, Peres Academic Center
Aharon Tziner, Peres Academic Center & Netanya Academic College
Liad Bareket-Bojmel, Peres Academic Center
Tamar Icekson, Peres Academic Center & Ben Gurion University
Tair Mordoch, Now Me

The relative lack of research on the relocation of women to foreign assignments prompted this study that focused on a large online community composed of women in relocation. We examined the relationship between two support types, perceived social support (PSS) and online support and adaptation measures in the new setting (meaning in life, depression, and loneliness). Based on the literature, we hypothesized that (a) PSS and online support positively relate to personal resilience and optimism, (b) resilience and optimism positively associate with high adaptation levels, and (c) resilience and optimism mediate the association between both types of support and adaptation. Two waves of data (T1 & T2) were collected in the current study. The results largely reflected the propositions, with some deviations from the expected model, and indicated that resilience was the more prominent mediator at both T1 and T2. A complex pattern of relationships was documented between various types of virtual support and positive adaptation. Women who received social support could foster a positive, optimistic future perspective experience and an increased sense of meaning in their lives. This study engendered implications for organizations' appropriate preparation of relocating staff, in general, and the relocation of women employees, in particular.

Understanding The Theories and Interventions of Motivation In Organization Development

Emily L Marczak, Leadership and Organization Studies, University of Southern Maine
Robert M Yawson, School of Business, Quinnipiac University

This article reviews theories of motivation in the workplace, what these theories look like in the modern workplace, and interventions designed to increase individual and system-wide organizational motivation. We explored a wide range of theories, including the expectancy theory, Maslow's hierarchy, the motivation-hygiene theory, the equity theory, reward structures, cognitive evaluation theory, and feedback, to formulate conclusions about common organization development (OD) interventions that are meant to address the theories. Reviewed interventions include; organization structure design, achievement orientation, goal setting, job design, quality feedback, and empowerment programs. We followed a multidisciplinary integrated literature review approach to move beyond merely summarizing the literature but substantially contributing new and valuable knowledge to the fields of leadership and organization development. The research cements the need for understanding individuals' needs and goals, the value of quality feedback, rewarding positive behavior, leading with fairness, and allowing space for autonomy.

Machiavellianism, Psychopathy, Narcissism, and The Schwartz Portrait Values

Stephanie Thomason

We surveyed matched samples of 160 respondents and their close acquaintances (n=320) to gain insight on their personal values using the Schwartz Portrait Values Survey and the Dark Triad of personality. Hierarchical regression analyses provided partial support for our predictions that psychopathy is negatively related to others-rated self-transcendence (benevolence, universalism), while Machiavellianism is positively related to others-rated openness to change (self-direction, stimulation, hedonism). Surprisingly, we further identified a negative relationship between

openness to change and psychopathy and some evidence of suppression. Theoretical and practical implications are discussed.

Poster Session: Contextual Research in the COVID Era

Implications of Tuition Policies and Student Loans On College Students: A Look At Problems and Possible Alternatives

Andrea-Smith Hunter, Siena College
Parneet Kaur, Siena College
Avni Patel, Siena College

The work on college student loan debt is extensive, needs to be comprehensive and can be expected to be infinite. This paper looks at student loan debt from several major streams: student loan debt and financial knowledge; student loan debt and subject area of study/major; student loan debt and socioeconomic status; student loan debt and emotional behaviors and anxieties; student loan debt and source of funding; student loan debt and financial satisfaction levels; student loan debt and debt directly related to the financing of college education by students.

What Is Good Leadership, Anyway? Implications For Leadership During The Covid-19 Crisis

Huda Masood, York University
Marie-Hélène Budworth, York University

While the role of leadership during the unprecedented global COVID-19 crisis has been increasingly highlighted, a few studies have reviewed the latest developments on leading during the COVID-19 times. The current narrative review offers a framework of the antecedent challenges and the outcomes of leading during the COVID-19 crisis. In doing so, we address a much relevant and sought after question of how leaders can maintain their leadership effectiveness amidst the unprecedented COVID-19 crisis. In particular, we draw upon the extant leadership literature during non-crisis, crisis, change, and COVID-19. Based on the review of the existing literature on leadership in COVID-19, a framework of the challenges, leadership characteristics, and employee outcomes is presented. Leadership love is identified as the central tenet to lead effectively during the COVID-19 times. Practical implications and future directions are discussed.

Leading During The Pandemic: How do Individual Differences Influence Managerial Delegation While Working Remotely?

Neal Katz, Pace University - Lubin School of Business

This 'in-progress' study will analyze the relationships between intrapersonal attributes (personality and leadership traits) and the resulting interpersonal relationship between the manager and subordinate as measured by the delegation of decision-making. Answers to questions regarding the conditions by which a manager will delegate to a subordinate will be

addressed with the expectation of understanding this process more fully. The scope of this study is limited to a select set of small teams within a single global financial institution and will address specific factors that drive a manager's delegation of decision-making to subordinates as well as attempt to determine the cause for any potential differences between pre-pandemic and current conditions.

Do Employees Sympathise With Hotels In Crisis?

Kimberly Peterkin, The Hong Kong Polytechnic University

Social exchange theory (SET) posits that the employee-organisation relationship is one that is characterised by reciprocity. Consequently, the less than desired treatment that is often experienced by employees, is known to result in poor work attitudes and a reduction in affective commitment toward the organisation. Interestingly, times of crisis, wherein organisational performance may be impeded, have been shown to render stakeholders sympathetic to an organisation's actions. This is especially so in cases where responsibility for the crisis cannot be attributed to them. As a result, discrepancies in behaviour reciprocity have been observed during crises which encumber the ability of organisations to ensure employee welfare.

In the context of hotel employees during COVID-19, this study aims to examine the impact of organisational justice, perceived organisational support, and, perceived job security, on affective commitment, with perceived organisational performance as a moderator. Finally, it aims to expand the repertoire of SET to account for external factors which may cause incongruences in reciprocity.

If the hypotheses are supported, it could signal that times of crises are an opportunity to gain sympathy for unpopular business decisions that would have otherwise received backlash. It may also diminish managers' guilt resulting from the reduction in employee development activities, if employees are found to be sympathetic. Additionally, it paves the way for formal initiatives whereby employees are encouraged to express compassion for the suffering of their organisation.

Development of Quinnipiac University's Interdisciplinary Healthcare Policy Program: Educating Responsible Professionals On Healthcare Policy Development

Angela Mattie, Quinnipiac University, Schools of Business & Medicine
Matthew O'Connor, Quinnipiac University

Managers and practitioners rarely have exposure or training in the process and development of healthcare policy. Yet, the creation of healthcare policy on the federal level impacts the system of care our healthcare business, law, medical, nursing and all allied health professionals will practice in. Through an understanding the complex process of healthcare policy development and knowledge of the players in the process, our students can influence and impact healthcare policies leading to a lower business and healthcare cost, sustainable and safer healthcare system. Our presentation outlines the experience and expertise needed to establish this program; identifies how this program supports Quinnipiac's strategic priorities of building an institutional mindset, that prepares graduates for 21st careers and citizenship, and foster lifelong connections

and success. We also address the institutional challenges of establishing interdisciplinary programs and opportunities for implementation. Our presentation concludes with the benefits accruing to Quinnipiac University because of interdisciplinary immersion programs. Responsible management calls for knowledge and understanding of the impact of federal health policy decisions on businesses and the healthcare delivery system. This presentation provides an option for business schools to develop socially relevant and responsive mindsets in their students.

Workplace Environment and OB studies

Vicarious Experiences Matter: How and When Vicarious Workplace Deviance Regulates Workplace Thriving

Mamoona Arshad, Lahore University of Management Sciences

Muhammad Abdur Rahman Malik, Lahore University of Management Sciences

Workplace deviance has always been considered from the perspective of instigators but the literature now demands investigation beyond that i.e. impact of vicarious experiences. Under vicarious experiences - employees' either observe these behaviors, or heard about them from others. Previous literature suggests that vicarious workplace deviance (VWD) results in similarly learned behaviors while we suggest its impact beyond instigators. Employing conservation of theory, we investigate the effects of VWD and the process through which it impacts the workplace thriving. Three-wave survey points collected from 346 employees suggest that VWD influence workplace thriving through emotional exhaustion. Results further evidenced that boundary conditions such as high organizational identification strengthen the effects of VWD on emotional exhaustion. Additionally, high cooperative psychological climate – a coping resource, inoculate negative effects of emotional exhaustion among employees. The findings offer theoretical and practical insights for the effect of VWD in the workplace

Defining Dignity At Workplace: A Step Closer Towards Responsible Management

Ameesh Samalopanan, Krea University

Vijayalakshmi Balasubramanian, Krea University

Responsible management is defined in terms of an organization's commitment towards humanistic values and treating its employees with dignity is core of humanistic management. Waldron (2012) calls dignity as "a principle of the highest importance" even though "business research has paid scant attention to the notion of dignity" (Pirson & Dierksmeier, 2014). The study's objective is to understand and define dignity at the workplace through lived-in experiences of Managers working in the Indian financial sector. Primary data was collected through telephonic interviews of 20 managers working in the financial sector. Analysis of words in local languages and metaphors indicated that managers define dignity in terms of worth. Thematic analysis of the interviews identified three major themes: innate dignity, ascribed dignity and acquired dignity. Innate dignity is common to all independent of subject's merit and earned by birth. Ascribed dignity is attributed to the individual by society due to factors like job status, family one born to, caste, gender etc. Acquired dignity is developed through 'fair treatment', 'respectful interaction', 'rewards and recognition', and 'opportunities and autonomy'

the subject receives at the workplace. Existing literature and themes are discussed in detail in the paper.

Feeling Good About Teamwork: The Roles of Personality and Manifest Needs

Bryan Schaffer, Florida Gulf Coast University Jennifer Manegold, Florida Gulf Coast University

This study addresses how the Big Five personality traits influence self-efficacy for teamwork. Using a sample of 315 students from a large Southeastern university, we examine the roles of manifest needs (need for achievement, need for affiliation, need for power) as intervening variables in this relationship. Results showed that each of the Big Five dimensions was related to teamwork self-efficacy (TSE), with the manifest needs having significant mediating effects. All three needs were shown to mediate the relationships between extraversion and TSE, and between openness to experience and TSE. The need for achievement mediated the negative relationship between neuroticism and TSE, and the need for affiliation mediated the positive relationship between agreeableness and TSE. Conscientiousness displayed a positive relationship to TSE, with both the need for affiliation and the need for power acting as significant intervening variables. Implications and suggestions for future research are provided.

4:00pm - 5:15pm

Communication Concepts, Research, and Methods

Conflict Or Not? A Three-Way Interaction of Person-Group Fit Dimensions and Job Performance

Jee Young Seong, Jeonbuk National University
Doo-Seung Hong, Seoul National University

This study examines the effects of the three content dimensions of person-group (PG) fit on job performance. Based on situation strength theory, the study identifies PG fit sub-dimensions such as value fit and personality fit as moderating contingencies in the relationship between demand-ability (DA) fit and core job performance. Data were collected from 211 employee-supervisor dyads in a Korean firm. The results reveal that high levels of value fit and personality fit suppress the positive effect of DA fit on job performance. The study also shows that employees with high DA fit achieve the highest job performance when both value fit and personality fit are low. The three-way interaction of DA fit, value fit, and personality fit provides a new perspective for the relationship between PG fit sub-dimensions in affecting organizational outcomes.

Fitting The Mold: A Twitter Posting Linguistic Analysis of Ceo Archetypes

Patrick McHugh, Brown University School of Engineering
Ja-Nae Duane, Bentley University
Salomon Talgham Cohen

Upper echelons theory suggests that a CEO's experiences, values, and personalities impact their actions driving organizational behavior and performance. However, accessing the black box of a CEO's values and personalities is extremely difficult. CEO access is problematic, and, once obtained, getting their temporally extended and focused attention to gathering consistent data for broad cross-subject studies raises further hurdles. Despite these obstacles, numerous studies of senior leaders have informed research on discrete leadership characteristics such as drivers, risk, temporal focus, and emotionality. This study builds on this prior work by holistically considering these characteristics, opening at least partially the black box, through an LIWC enabled linguistic analysis of top-ranked CEO Twitter postings. This approach identified four distinct multi-dimensional top-rated CEO archetypes, which we term "grey flannel suits," "self-actualizers," "gamblers," and "greyhounds." Gender differences between top-ranked CEOs based on these archetype occurrences were detected, and the analysis sorted CEOs between leadership roles in small/medium enterprises (SME) and large firms based on these archetypes with nearly 80% accuracy.

Making Sense of Others' Mistreatment: How Observing Incivility Shapes Third Party Perceptions

Warren Cook, The College of Saint Rose Natalie Liberman, Washington State University

Acts of workplace incivility are often committed in public, but research to date provides limited explanation regarding how the experience of observing incivility influences how third parties anticipate they will be treated in the future, and how victims of incivility are perceived. To better understand the ways in which observing incivility shapes third party perceptions, we conducted a vignette study in which subjects read about an incident involving two managers where one manager either targeted the other manager with multiple acts of incivility or did not. Subjects (320 MTurk workers) were then asked to estimate their own experience of interpersonal fairness in this workplace in the future, and to assess the status of the managers involved in the incident. Our results suggest that observing incivility results in decreased perceived workplace status of the victim and decreased anticipated interpersonal justice for oneself. These results provide a foundation for future studies regarding how third parties are impacted by the experience of observing incivility.

Incubator Session: Leadership

The Impact of Entrepreneurial Orientation (eo) On Firm Performance: The Moderating Role of Top Management Team Functional Background and Educational Background.

Mohammad Hassan Meateg, Morgan State University

Entrepreneurial orientation is an essential key for firms' success. Prior studies examined factors that impact EO-performance. However, previous research has not examined the role of TMT functional and educational background on the EO-performance relationship. Drawing on upper echelon theory (Hambrick and Mason, 1984), this study investigates the moderating effects of TMT functional and educational background in the entrepreneurial orientation and firm performance relationship.

The Moderating Effect of Organizational Climate On The Relationship Between Entrepreneur Leadership and Employee and Team Creativity

Nora Alkhaldi, Morgan State University

Workplace creativity is necessary for the current situation to cope with the high competition requirement among organizations. Organizations that are seeking creative outcomes have to create different circumstances starting from having a distinctive leadership style. Entrepreneurial leadership style is such a style that helps leaders to motivate and stimulate employee and team creativity. Although former studies observed the entrepreneurial leadership style linked with workplace creativity, there are no studies investigate organizational climate for creativity linked with entrepreneurial leadership style. Drawing on organizational climate theory examines the moderating role of organizational climate between entrepreneurial leadership and employee and team creativity.

A Multilevel Review of Global Leader Effectiveness

Marketa Rickley
Madelynn Stackhouse, University of North Carolina at Greensboro

Within the global leadership field, there is substantive divergence in the domains of global leadership versus global leadership effectiveness. In contrast to the global leadership domain, which enjoys conceptual clarity enabling accumulative progress, the construct of global leadership effectiveness is comparatively undertheorized, with instances of definitional ambiguity and disjointed methodological operationalizations across studies. The purpose of this article is thus threefold. First, we review research on global leadership effectiveness, mapping its definitional landscape and offering an inclusive, comprehensive definition. Second, we outline current operationalizations of the construct and review empirical findings at the individual, group, and firm level. Finally, we integrate extant insights and offer suggestions for future research at these three levels. Together, our goal is to build a foundation for future research examining the roles of leadership and the global context as antecedents of global leadership effectiveness.

Staying Alive: Leadership In A Covid-19 World

Carol Stewart, SCSU
Sheryl Marciniac, SCSU

The coronavirus pandemic has shaken the foundation of daily life in unimaginable ways, including the very nature of business operations. While this unprecedented time of COVID-19 has resulted in financial loss for many companies, it's also produced new leadership opportunities. Remote work, at-home schooling, and socially-distant socializing are but a few examples of not only the new norm but new business possibilities. Effective leadership and entrepreneurial skill are more important than ever to meet the needs of pandemic and post-pandemic life. As crisis proverbially breeds innovation, new businesses have already sprung up around the world in support of growing demands. History shows this growth in entrepreneurial

endeavors to be a trend during times of economic downturn. More than half of 2009 Fortune 500 list and just under half of 2008's Inc. list were created during a recession or bear market. Challenging economic times often seed the growth of entrepreneurial capitalism resulting in the emergence of new leaders and the creation of new jobs. One reason for this growth is that startup companies begun during times of high stress tend to be more flexible and capable of operating in less favorable conditions than those started during stable or high economic times. And in times of economic upheaval, even mature businesses with longer history and deeper pockets require special leadership to 'pivot' their operational strategies and stay viable. This paper explores effective leadership during pandemics, and how certain leadership theories may explain the success of those able to survive during uncertain times.

Mandates and Constraints on CSR

Hedge Fund Risk: Are Investors Heeding The Signal?

Richard Ross, Pace University

This paper examines the impact of negative regulatory reports of operational risk on the investment behavior of hedge fund investors. Do the negative reports of operational risk effectively "signal" to investors to be wary and liquidate their investment holdings or alter their choices. Using reports of "yes" to key operational risk categories on SEC Form ADV as a proxy for operational risk and net investment/divestment (flows) as a proxy for investor sentiment or signals, we determined that negative regulatory reports of operational risk lead to significant investor outflows for hedge funds over a recent five-year observation period. While our proxies cannot be presumed to be precise measures of operational risk or investor responses, they do reveal evidence of a direct or meaningful relationship between the two. The implication could be that the warning that was intended by regulatory authorities for SEC Form ADV filings are now being heeded or seen to be significant by investors. Earlier papers by Brown, et al. (2008 and 2009) indicate that the signal was not being heeded.

Examination of Entry Mode of Foreign Competition and Domestic Corporate Social Responsibility Response

Kaushik Mukherjee, University of Mississippi

Hyun-Soo Woo, University of Mississippi

John Berns, University of Mississippi

Jisun Kim, University of Mississippi

Foreign entry modes are not equivocal and thus domestic firms' responses should correspondingly vary. We seek to ascertain whether the entry mode of foreign competition motivates different responses from domestic firms in the form of corporate social responsibility (CSR). We test our hypotheses using a sample of 780 firm-year observations and find that foreign entry via greenfield mode has no effect on domestic firm CSR while foreign entry through mergers and acquisitions (M&A) has a significantly positive effect on domestic firm CSR. We attribute these findings to the increased threat to domestic firms by foreign M&A, but not through greenfield entry where foreign entrants face significantly more challenges in host

countries. Furthermore, we identified industry concentration as a boundary condition of our findings. Our findings have implications for theoreticians and practitioners interested in CSR, internationalization, and firm strategy.

Post Pandemic: Implications on Workplace and Organizations

Visualizing Changing Travel and Spending Patterns of Target Market Visitors Through Social Media Photo and Sales Data: Contributions To Tourism Management During A Crisis

Tracy Michaud, University of Southern Maine
Colleen Metcalf, University of Southern Maine
Todd Gabe, University of Maine
Matthew Bampton, University of Southern Maine

Immediately accessing data on consumer behavior is critical for tourism managers and decision makers when there is a crisis such as the Covid-19 pandemic. Since March 2020 there have been differing Covid-19 travel restrictions on visitors to Maine, a longstanding tourism destination in the northeastern USA. This research analyzes social media activity on the photo sharing site, Flickr, as well as hospitality sales data from 2013- 2020 in order to correlate and visualize the changing travel and spending patterns of target market travelers to Maine. Results show in 2020 there is a more wide spread distribution of Flickr users in Maine correlating to changes in hospitality sales distribution from more popular, coastal, urban places, to more inland, rural, less popular areas of the state. This indicates that alternative data, such as easily accessible geo-tagged social media photo data, can be used to compliment traditional economic impact assessment, potentially informing more efficient crisis management.

Rise Up: Career Empowerment, Adaptability and Resilience During A Pandemic

Mirit Grabarski, Western University
Maria Mouratidou, University of Cumbria

The COVID-19 pandemic has created major career disruptions and career shocks for many individuals worldwide. In our study, we focus on the UK during the first lockdown in 2020 in order to investigate resilience, which is an essential psychological resource for coping with setbacks and career shocks. Using a time-lagged survey design, we test a moderated mediation model that links career empowerment, which is a motivational cognitive construct that captures individual cognitions of agentic control over one's career with resilience. We test the mediating role of career adaptability, a set of competencies that help cope with career challenges. In addition, we investigate the moderating role of neuroticism and authentic leadership in the relationship between the career empowerment and career adaptability. Our research provides insights regarding supporting resilience when careers are in crisis, which has both theoretical and practical implications.

HRM-Related Actions During The Covid-19 Pandemic: An Institutional Theory View

Caren Rodrigues, St. Joseph's Institute of Management
Anup Krishnamurthy, St. Joseph's Institute of Management
Annie Susan Alex, St. Joseph's Institute of Management
Metali Singh, St. Joseph's Institute of Management

In this paper, we focus on the actions related to human resource management (HRM) functions of 196 world governments and 252 large organizations, in the face of the COVID-19 pandemic. Based in institutional theory, we examined whether the HRM functions that these governments and organizations acted upon during the pandemic were determined by the institutional environment of their country i.e., regulative, cognitive (culture) and normative forces, after controlling for the effects of the wealth of the country and the market capitalization of the organization. With regard to government actions related to HRM functions, our findings indicate that, governments in countries with high government effectiveness tended to intervene in ways that affected training and development of organizational employees. Also, in countries with high voice and accountability, governments were more likely to legislate regarding, or contribute towards, employees' compensation and benefits. With regard to the largest organizations in each country, organizations in countries with low corruption tended to act in favor of training and development; organizations in countries with high voice and accountability and better regulatory quality tended to make policies related to industrial relations and collective bargaining. Finally, organizations in countries with high indulgence as a cognitive- cultural dimension were more likely to make policies regarding training and development than organizations in low indulgence cultures. Implications are discussed.

Organizational Agilience: Sustaining In This Volatile, Uncertain, Chaotic, and Ambiguous Business Environment

Baek-Kyoo (brian) Joo, Slippery Rock University of Pennsylvania

Due to fierce global competition, turbulent environmental changes, the global pandemic and disruptive technological innovation, business environment today requires the organizations to rapidly changes in competition, demand, technology, and regulations have made it more important than ever for organizations to be able to respond and adapt quickly. In such a context, organizational agility and resilience have become an essential requirement for survival, superior performance and sustained competitiveness. While agility is an offensive capability for future opportunities, resilience is a defensive capacity to maintain an organization's center of its purpose, workforce, assets, culture and capabilities. Agility and resilience should be pursued simultaneously as the two wheels of a cart. This study is to examine organizational agilience, a newly coined term combining the two. A conceptual framework of agilience is proposed and its antecedents are reviewed. It is hoped that this study contribute to the knowledge base of the emerging topic of organizational agility and resilience and provides practical implications for the organizations in this volatile, uncertain, complex, and ambiguous (VUCA) business environment.

Poster Session: Strategy and Entrepreneurship

How Corporate Social Responsibility Initiatives Create A Halo Effect On Newcomer's Perceptions

Emma Wanchisen, West Chester University of Pennsylvania
Johnna Capitano, West Chester University of Pennsylvania

Research demonstrates that employees' perception of a company's corporate social responsibility (CSR) is positively correlated to job satisfaction and job performance. This study aims to detect the possible halo effect that specific CSR initiatives—recycling and on-site childcare—have on a newcomer's perception of their company. Our findings show the presence of both within-domain (i.e., environment) and across-domain (i.e., work-life balance) halo effects. Furthermore, the employee-centric CSR initiative, free on-site childcare, showed the strongest halo effect across the CSR domains.

Organization As A Black-Box

Sushant Bhargava, Indian Institute of Management Lucknow

This paper provides a new and unique approach to organizing and organizations. Organizations are proposed in the form of black-boxes, with inputs and outputs observable but not exactly controllable by human agency since the black-boxes have random effects at their core. Climate-change is modelled as an output of the black-box, and it is shown how its interaction with the input of the pandemic situation provides hints of the processes hidden inside the black-box – thereby leading towards discovery of mechanisms of inclusivity. As a future direction, it is suggested that the relevant research about the topics of interest be cast against the scheme of the model, and new conclusions drawn. Such conclusions should be more-independent of context and more pliant towards real-world dynamism observed in organizations.

Exploring The Utility of Blockchain Technologies In The Philanthropic Sector To Improve Transparency and Increase Their Donor Base

Cory Rouw, University of Wisconsin - Green Bay
Vallari Chandna, University of Wisconsin - Green Bay

With the growth of Blockchain technologies and growing popularity of cryptocurrencies, its application beyond the realm of business remains under-explored. Data transparency is inherent in Blockchain and is critical to explaining its growing role in the world of philanthropy. From the charitable organizations' standpoint, the transparency allows for users to trust the charities and the proper transfer of funds. This, accompanied by the potential global users of the technology, make Blockchain technologies (BT) attractive to charitable entities. By integrating BT into their fundraising process, charitable entities may thus have access to a newer group of donors across the world and across age demographics. The “digital natives” of the current generations, not only conduct their shopping online, but also their giving. It is important therefore to make available more and more avenues to accept potential donations in a reliable way. Additionally, the use of BT could help to indicate their commitment to transparency and further legitimize their charitable organization. We propose a model that explores how trust and increased international

donors could help grow digital charitable giving while incorporating aspects related to adoption of Blockchain and volatility of the cryptocurrencies that operate through BT. Our work thus makes both practical and conceptual contributions, that could help future researchers interested in studying the impact of Blockchain on charitable organizations.

The Influence of Networks and Dynamic Capabilities On Internationalization of Emerging Economy Firms

Tabitha Muchungu, Morgan State University

Networks plays a pivotal role in the internationalization of emerging economy firms. This research explores further the role that network resources play in shaping dynamic capabilities for internationalization in emerging economy firms. Drawing from dynamic capabilities framework, this study proposes that buyer- supplier ties are instrumental in developing exploration and exploitation capabilities that facilitate internationalization of firms from emerging economies firms. In doing so, it also highlights the exploration versus exploitation challenge that firms face and how this might influence the choice of foreign entry modes that firms adopt. The study offers a model with some testable propositions which prepares the ground for future empirical research.

Youth As Social Entrepreneur: Motivation, Challenges and Rewards

Mousumi Bhattacharya, Fairfield University Aalok Bhattacharya, Staples High School

Many entrepreneurs under eighteen show high potential for success in starting businesses and organizations. Traits of entrepreneurship such as creativity, independence, risk-taking, and doing good often starts in the teenage years and if channelized properly, can become long lasting. Programs and clubs supporting youth entrepreneurs are becoming common in high schools and middle schools. What was before a domain of Boy's and Girls' Scout, is now mainstream. The College admissions process look favorably at these youth entrepreneurs and other organizations reward them with recognition. The co-author of this paper is a fifteen- year old social entrepreneur who has started a successful virtual organization for academic competition during the COVID-19 pandemic. Studying the process and outcome, we identify the motivation, challenges and rewards of youth social entrepreneurship. We found that previous involvement as a participant; reputation for competencies in the domain; swift opportunity recognition; rapid technology development and intense personalized communication were the main factors for success of this nascent social entrepreneurial venture. The challenges include finding time to manage the intensity of the process; communication and team building; necessity of an adult to manage the legality of the incorporation process and financial institutions; getting too big too fast; and online cheating on the part of the players. The rewards were development of leadership qualities; electronic and oral communication skills; team building capabilities; intrinsic sense of achievement and feel-good; enhancement of personal reputation. We discuss how the startup complements the pre-COVID organizations and can sustain itself in the future during non-COVID times.

4:00pm - 5:00pm

Teaching with Cases Online

5:30pm - 6:30pm

EAM Social Hour

Friday May 21, 2021

8:30am-9:00am	Announcements: EAM 2022, EAM-I 2022				
9:00am-12:00pm	CASE Writing Hackathon				
9:00am-10:15am	Contemporary and Global view of strategic Decision Making	Incubator Session: Stress	Workplace Diversity & Inclusion: Access and Inclusion I	Methods Workshop III: Qualitative Methods	
10:30am-12:00pm	Keynote Speech: Communicative approaches to CSR. Views on CSR communication in CDSR research. Reflections on the talk-action relationship				
12:00pm-1:00pm	Lunch				
1:00pm-2:15pm	Entrepreneurial Orientation, Environmental Impacts, and Firm Performance	Gender and Generational Diversity in the workplace	Management Education from Multiple Perspectives	Research on Leadership Styles	Stakeholders and Sustainability Decision-making
2:30pm-3:45pm	Diversity and Organizational Research	Experiential Activities for HR, Leadership and ENT	Incubator Session: Supportive Management	Multiple Theoretical perspectives in OB	Organizational Behavior and COVID-19
4:00pm-5:15pm	Meet the Editors				
5:30pm-6:30pm	EAM Fellows Meeting		Track Chair Meeting		

8:30am - 9:00am

Announcements: EAM 2022, EAM-I 2022

9:00am - 12:00pm

CASE Writing Hackathon

9:00am - 10:15am

Contemporary and Global view of strategic Decision Making

Shifting Sands Whilst Sifting For Profits: Evolving Patterns of Firm Size and Performance In The U.s. Economy

Senthil Kumar Muthusamy, Slippery Rock University

The large firms one after the other are experiencing severe financial crisis, and there seem to be an increasing disconnect between the organizational antecedents such as firm assets, size/growth, and financial performance since the advent of new millennium. The disruptions arising from the knowledge-based global economy are decoupling the link between firm assets, growth, and profitability. We demonstrate in this article, the structural shifts and their impact on profitability within the U.S. industrial economy by capturing the declining association between firm assets, growth, and financial performance across multiple industries with the long-range COMPUSTAT

panel data. We highlight the emerging challenges to the field of management from the paradigm shifts occurring due to the disruptive technologies, broadening global competition, dynamic consumer trends, and volatile financial markets. We further discuss the implications for strategy, governance, and organization of corporations.

The Cognitive Theory of Commitment and The Adaptive Regulation of Performance

Rogério Victor, University of Connecticut

The objective of this paper is to contribute to the explanation of performance heterogeneity in competitive markets. The aim is to predict configurations of firm performance that challenge established economic notions of competitive dynamics. The study emphasizes the relevance of adopting cognitive assumptions in developing a theory of commitment in the strategic management discipline. Further, we identify intellectual skills applied to investment projects as the most relevant resource underlying recurrent performance differentials. We highlight ways in which the adaptive regulation of strategy affects the expected outcomes of competition through the ability of firms to influence the convergence mechanism of markets and adjust the speed with which the competitive process operates. Firms with average rates of return above the market are able to keep rates of persistence high (i.e., capable of slowing the convergence process), while firms with average rates of return below the market are able to keep rates of persistence low (i.e., capable of speeding the convergence process). The result is the identification of an asymmetric structural pattern in the rate of persistence of abnormal profits that has relevant implications for both theory and practice. Empirical tests rely on autoregressive models developed by the persistence-of-profit research program applied to a large panel data composed of more than 3,000 firms from 11 home countries and 5 macro-industrial sectors covering a period of more than a decade.

Multi-Level Goal Heterogeneity In Strategic Initiatives: Management Through Team Processes

Erim Ergene, Bryant University
Steven Floyd, University of Massachusetts Amherst

Strategic initiatives are temporary group undertakings intending to add or renew organizational capabilities, taking on forms of projects for new product development, capital investment, or operational efficiency. As strategic initiatives are developed within the intraorganizational ecology, their development is susceptible to a variety of goals at the individual, departmental, organizational and initiative levels. However, research on strategic initiatives does not take a holistic perspective and either assumes the initiative team to be a cohesive whole or reduces goal heterogeneity to proxy variables. In this paper, our objective is to understand the impact of multi-level goals for the development of strategic initiatives within the intraorganizational context. We take a configurational approach to classify goals at different levels and argue that advancing the initiative in the resource allocation process requires specific team processes to manage different multi-level goal configurations. We also argue that such advancement can in turn influence both the variety and diversity of goal differences in the team. Our theory building contributes to behavioral theory, and specifically contributes to research on strategic initiatives and goals.

Incubator Session: Stress

Examining The Mediating Role of Stress In The Relationship Between Employee's Overtime Work and Productivity

Abdulrahman Alfayyadh, Morgan State University

This study aims to examine the impact of employee's overtime work on productivity. The mediating role of stress on the relationship between employee's overtime work and productivity is also assessed. In addition, overtime is recognized as the time spent at work more than the usual 40 hours per week.

Impact of Technology Quality On The Working From Home Experience: The Faculty's Perspective

Holly Chiu, Brooklyn College

William Hampton-Sosa, Brooklyn College Tomas Lopez-Pumarejo, Brooklyn College

Working from home has been popular for employees, mainly due to the flexibility it provides. However, that is not a common practice for educators. When Covid-19 hit the world, all schools were closed and all teaching faculties were forced to engage in online teaching. In this project, we want to explore how the technology faculties used affects their perception of working from home, or, to be more precise, teaching from home.

Coping With Technostress: A Fuzzy Set Qualitative Comparative Analysis To Generate Personality Trait Profiles

Jestine Philip, University of New Haven

Vasiliki Kosmidou, University of New Haven

With communication technology increasingly blurring the boundaries of work and life, technostress is being studied in the context of organizational behavior outcomes like job burnout and employee exhaustion. To further such evolving research, this study examines the relationship between worker personality traits and technostress. Even though the implications of technostress for career outcomes, physical health, work productivity, burnout, and wellness are well documented (Khedhaouria & Cucchi, 2019; Laspinas, 2015), scholars have been recently calling for research that examines the types of workers who are at greatest risks of adverse technostress effects (Atanasoff and Venable, 2017). By applying fuzzy set qualitative comparative analysis (fsQCA), we aim to better understand how personality traits like core self-evaluations (CSE, Judge, Erez, Bono, and Thoresen, 2003) and proactive personality (Bateman and Crant, 1993), and behaviors like future temporal focus (Shipp, Edwards, and Lambert, 2009) interact to create high or low levels of technostress in an individual. The fsQCA method acknowledges the interactions among multiple variables (Ragin, 2000, 2008) and thus, facilitates the examination of how interdependent variables affect an outcome of interest such as technostress. As fsQCA is a novel methodology that is only starting to be applied in organizational behavior research (Gabriel et al. 2018), we believe that it could help generate interesting insights about the

relationships between personality traits and technostress, while also shedding light on the personality ‘profiles’ of workers who are at greatest risk of experiencing job burnout and job dissatisfaction.

We plan to collect data from two distinct groups of individuals, namely students under the age of 25 and employees over the age of 45 (via Mechanical Turk, MTurk) as a way of controlling for age differences in our research design. A widely believed assumption is that younger generations/individuals (in our case, the student group) use technology with ease as compared to older individuals, and so they may be less likely to experience technostress. The contribution we intend to make, however, is that even younger individuals may be at risk of experiencing higher technostress levels compared to more senior workers, if they have a certain combination of CSE and proactive personality trait. In the same vein, older workers may be able to navigate the stressors created by technologies at work (like new software etc.) if they display high CSE and proactiveness along with high temporal focus (extent to which one devotes attention to their future). Other outcome variables of interest to us are job burnout, job (dis)satisfaction, and life satisfaction.

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Workplace Diversity & Inclusion: Access and Inclusion I

Combating Workplace Racism

Lily Chernyak-Hai, Peres Academic Center

Aharon Tziner, Peres Academic Center & Netanya Academic College

Abstract The present paper is a conceptual paper on anti-racism interventions in organizations. We break up our manuscript into three parts: (1) A review of the phenomena of racism, with particular reference to their psychological antecedents, (2) A review of these issues in the organizational context, providing examples of employment and workplace discrimination, and (3) The introduction of several recommended anti-racism workplace multi-discipline interventions targeted to eliminate those detrimental occurrences.

Can Vicarious Contact Improve Interviewers' Attitudes Toward Job Candidates On The Autism Spectrum?

Debra Comer, Hofstra University

Janet Lenaghan, Hofstra University

The employment rate for individuals on the autism spectrum (henceforth, IotAS), even those with a post- secondary education, is dismal. There is as much heterogeneity among a group of IotAS as there is among a group of neurotypicals, but virtually all IotAS have social-communication differences that make it difficult for them to fit in social situations, including those in the world of work. At job interviews, these differences often prevent them from making the kind of positive first impression on which a job offer depends.

We posit that watching a mix of videoclips from the docuseries *The Employables*, showing IotAS as they successfully perform at work, can improve interviewers' attitudes toward job candidates on the autism spectrum. After reviewing the literature to develop our hypotheses, we describe our planned experiment, in which participants will watch a mock interview and then indicate whether they would be more likely to select or reject the candidate. Each participant will watch an interview in which the job candidate presents as a neurotypical individual or as an IotAS; and seeks a position related to STEM, business, or the arts. Across these six conditions, each participant will see videoclips from *The Employables* and an informative introduction about IotAS' challenges securing employment, only the informative introduction but no videoclips, or neither video nor introduction (control). We intend to gather and analyze data in time to present them at the EAM Conference. Additionally, we will consider the implications of our research for theory, organizational practice, and management education.

Neurodiversity: An Hr Framework To Create An Inclusive Workplace

Maria Khan, Queensland University of Technology

Mirit Grabarski, Western University

Stephen Buckmaster, Queensland University of Technology

Muhammad Ali, Queensland University of Technology

This paper aims to contribute to the UN's Sustainable Goals of achieving a fully inclusive workforce with a focus on neurodiverse workers. Despite recent calls in practitioner discourse to redesign organisations to be inclusive, there continues to be significant lack of workplace neurodiversity. The objective of this research is present pragmatic ways on how to create and foster an inclusive workplace for neurodiverse workers. We draw upon cross-disciplinary perspectives from human resource management and diversity management literature to understand how neurodiverse workers are perceived in the workplace and the role of human resource practices in creating a neurodiverse workplace and inclusive environment. Against a backdrop of signalling theory, stigma theory and inclusion perspective we present a conceptual model drawn from a synthesis of the key themes in extant literature. We propose that addressing unconscious bias embedded in recruitment and selection practices has positive implications for workplace neurodiversity. We further propose that developing, rewarding and engaging practices subscribing to an inclusion perspective can sustain a neurodiverse workplace by recognising conflicting interests and redesigning internal structures and practices accordingly. This paper highlights a dearth in empirical research on neurodiversity in organisations and the conceptual framework presented is developed from studies across disciplines. This body of research will help managers to undertake evidence-based management of neurodiversity and understand the associated challenges. We provide novel insights into how neurodiversity is perceived in organisations, identify lapses in human resource practices and propose how an inclusive neurodiverse workplace can be developed and sustained.

Methods Workshop III: Qualitative Methods

10:30am - 12:00pm

Keynote Speech: Communicative approaches to CSR. Views on CSR communication in CDSR research. Reflections on the talk-action relationship

1:00pm - 2:15pm

Entrepreneurial Orientation, Environmental Impacts, and Firm Performance

Entrepreneurial Optimism and Exit: The Impact of Institutional Support

Zhu Zhu, Montclair State University

Fei Fei Lu, Shanghai University

We explore the effect of entrepreneurs' optimism on entrepreneurial exit using survey results of 175 new ventures based in China. The findings of this study challenge the assumption that there is a linear relationship between entrepreneurial optimism and entrepreneurial exit, we demonstrate that there is a U-shaped relationship. We also incorporate institutional theory to address the importance of institutional context in the external environment on entrepreneurial exit. Our results suggest that institutional support moderates the U-shaped relationship between entrepreneurial optimism and entrepreneurial exit, in other words, when institutional support is high, the relationship is more positive for overly optimistic entrepreneurs, and the relationship is more negative for moderately optimistic entrepreneurs.

Ceo Humility, Firm Entrepreneurial Orientation, and The Moderating Influence of Environmental Factors: Evidence From India

Sanjay Chaudhary, O.P Jindal Global University

Vishal Gupta, Department of Management Culverhouse College of Business The University of Alabama Tuscaloosa, AL 35487

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Safal Batra, Indian Institute of Management, Kashipur

Shruti Batra, BIMTECH

Building on insights from upper echelon theory, and inspired by the growing interest in bright-side personality, we examine the relationship between CEO humility and the firm's entrepreneurial orientation (EO). We hypothesize that there is a significant exponentially positive association between CEO humility and EO, and this relationship is contingent on market turbulence and complexity that together influence the discretion available to management. Our results, based on a primary multi-source sample of small Indian firms, provide support for the predictions, thereby advancing the ongoing conversation about the effects of CEO personality on the strategic posture of the firm. Notably, our results are robust to multiple analytical techniques and specifications, bringing greater credence to the validity of our findings. Implications and directions for future research are discussed.

Relationship Between Benchmarking of Entrepreneurial Orientation Dimensions and Firm Performance

Kaushik Mukherjee, University of Mississippi

Yankun Jia, University of Mississippi

Erik Markin, Mississippi State University

Rebekah Gabrielle Swab, Towson University

Learning from other firms has been identified as an important resource for firm survival. Benchmarking is a learning mechanism that can aid firms in identifying superior organizational capabilities and behaviors among other firms. Firms that possess stronger benchmarking capabilities, and are able to align their strategic posture with those of market leaders, are more likely to enjoy greater firm performance. One strategic posture that has been shown to lead to higher performance is a firm's entrepreneurial orientation (EO). However, despite this fact, the benchmarking of organizational entrepreneurial postures as a route to enhanced firm performance has received little attention. We empirically examine the firm performance benefits available from benchmarking the EO of top-performing firms. Results suggest that the alignment of some dimensions of EO with those of top-performers are salient to firm performance, while others identify potential weaknesses in the market-leader's posture. We discuss limitations and potential for future research.

Gender and Generational Diversity in the workplace

Perceived Organizational Politics, Leadership Style and Resilience: How do They Relate To Ocb, If At All?

Aharon Tziner, Peres Academic Center & Netanya Academic College
Amos Drory, Peres Academic Center
Nir Shilan, Netanya Academic College

The present study examines the relationship between Perceived Organizational Politics (POP) and self-reported Organizational Citizenship Behavior (OCB) focusing on three mediating variables, transactional leadership, transformational leadership, and resilience. 210 employees from a variety of organizations and backgrounds completed a questionnaire containing standard measures of the study variables. Analysis of the data using Amos statistical package shows that OCB is significantly associated with POP, and that leadership styles and resilience significantly mediate this association. The results are discussed in terms of employees' motivation to react to lack of perceived clarity, justice and fairness by enhancing their self-report of OCB engagement. Further research is needed to better understand the meaning of self-reported OCB.

Leader Endorsement: A Qualitative Study On The Followers' Perception

Yike Wu, Zhejiang University of Finance and Economics
Xueting Jiang, New York Institute of Technology

Leader endorsement is essential for leaders to establish and maintain their legitimate influence upon followers. Although previous researchers have investigated the effects of leaders' behaviors upon followers' leader endorsement, there is relatively short of studies on whether leader endorsement is subject to followers' perceptions of their leaders' behaviors. Based on an in-depth qualitative study of 22 employees and their leaders, we found that subordinates are quite mindful of the consistency and authenticity of their leaders' behaviors when they decide to accept and support their leaders. We, then, propose a 2 by 2 conceptual model and uncover how behavioral consistency and perceived authenticity conjointly influence leader endorsement. Our findings provide some insights into the construction of leader endorsement from followers' perspectives and help explain the mix effects of leaders' self-monitoring on leadership effectiveness.

The Dual Processes of Leader-Member Exchange: The Mediation Effect of Work Engagement and Self-Efficacy

Huiling Tung, Da-Yeh university

Drawing on social cognitive theory, the purpose of this study is to test if work engagement functions as a mediating mechanism to explain the relationship between LMX quality and affective commitment. In addition, based on the social learning theory, the study investigates if self-efficacy functions as a mediating mechanism to explain the relationship between LMX quality and affective commitment. Two-wave time-lagged data from a sample of 351 individuals participated in the study (average age 34.79 years) to test the hypotheses, controlling for age, sex, education and company tenure. Results indicated that LMX predicted affective commitment.

Work engagement is partially accounted for by the impact of LMX on affective commitment. Moreover, self-efficacy is partially accounted for by the impact of LMX on affective commitment.

Management Education from Multiple Perspectives

Responsible Cross-Border Higher-Education Management: Reimagining The Course Coordinator's Role

Heather Swenddal, Nichols College
Mathews Nkhoma, RMIT University
Sarah Gumbley, RMIT University

In the higher-education sector, multinational enterprise takes the form of international branch campuses: offshore satellites of larger universities that transport academic programs across borders. Central actors in cross-border higher education are branch-campus lecturers, whose work is overseen by course coordinators based at their universities' parent campuses. Global alignment of university programs depends on productive relationships between parent- and branch-campus colleagues, yet tensions have been documented between these groups. This paper furthers understanding of cross-campus university relationships, presenting grounded-theory insights from Asia-based lecturers about their Australia-based course coordinators. Drawing on emic metaphors introduced by research participants, we typologize transnational course coordination styles as "Distant Dads" who abandon their branch-campus colleagues, "Micromanaging Mums" who dominate them, and "Sympathetic Siblings" who provide an appropriate balance of autonomy and support. We highlight the Sympathetic Sibling archetype as an example of responsible global higher-education management and recommend the use of this typology in the professional development of transnational course coordinators.

A University Case— Creating A New Area of Interest In Management Education Process, Partnerships, and Results

Noel Criscione-Naylor, Stockton University

Universities are challenged with declining enrollment and providing innovative, experiential curriculum that attracts students and prepares them as work-ready practitioners. In the case of one university, with a new academic complex situated within an event heavy tourism destination, Faculty enhanced core curriculum with the creation of four AOI (Areas of Interest) designating Event Management as their signature program within the School of Business. The new curriculum model not only provides students with attractive and trending areas to target as part of their undergraduate curriculum; but has provided numerous University benefits. Faculty have identified new streams for research, developed new program electives, obtained and integrated industry valued certification and certificates, strengthened program credibility, supported industry development, and has contributed to the university's mission to support business partners and the communities in which the University resides. This case offers institutions an approach used to develop an Event Management AOE integrating a professional certificate that can be applied to any program development.

Conscientiousness, Openness To Experience, and Autonomous Learning Readiness: Implications For Universal Design For Learning (udl) In Management Education

Filiz Tabak, Towson University
Doug Sanford, Towson University

We apply Universal Design for Learning (UDL) principles to explore the impact of personality on students' choice for performance assessment. UDL principles advocate for students to have multiple means of representation, action and expression, and engagement in learning. Our paper empirically tests the relationships between conscientiousness, openness to experience, autonomous learning readiness, and choice in assessment methods. We specifically investigate if self-directed learning behavior is a mediator between personality variables and choice preference in assessment methods. Our findings support our hypotheses. We offer a practical guide to instructors seeking to incorporate multiple learning methods and assessments into course design.

Research on Leadership Styles

A Conceptual Model For Community-Building Through Servant Leadership At Different Organizational Levels

Kasey Morris, Columbus State University
Kevin Hurt, Columbus State University

Robert Greenleaf first introduced the concept of building relational community as a principle of servant leadership. Researchers have since found empirical support for building community as a dimension of servant leadership, but there is a lack of research concerning how this dimension is manifested in the real world. Therefore, the purpose of this study is to introduce a conceptual model of servant leadership that proposes a practical pathway for building community through servant leadership, specifically in organizations. The model suggests that community can be built at the individual level of an organization through mentorship, at the organizational level through serving culture, and at the societal level through corporate social responsibility. The implications of this model include that building community can be understood theoretically through the lens of servant leadership and approached practically through the behaviors of servant leaders within the context of organizations.

Servant Leadership and Harmonious Passion Through Confidence, Autonomy, and Identification

Angelica Tabares, Columbus State University
Lise Malherbe, Columbus State University
Kevin Hurt, Columbus State University

The current paper explores the relationship between servant leadership and harmonious passion. Harmonious passion refers to a strong desire to freely engage in an activity and is a result of an autonomous internalization of the activity into one's identity. While passion and leadership have been generally linked, the specific relationship between servant leadership and harmonious

passion is underdeveloped within the field of servant leadership research. Our paper presents a conceptual model and propositions linking servant leadership and harmonious passion through the mediating mechanisms of follower confidence, autonomy, and identification. Implications and future research are discussed.

The Effects of Transformational Leadership On Followers' Leadership Intentions

Nathaniel Stemple, Rhode Island College

Paul H Jacques, Rhode Island College

John Garger, The Science Survival Academy

Leadership research suggests that transformational leaders make leaders out of followers. This study tests a series of hypotheses that link transformational leadership and Leader–Member Exchange Theory to positive attitudes toward leadership and future leadership intentions. High levels of transformational leadership were found to predict an indicator of the presence of Leader–Member Exchange Theory. Leader–Member Exchange also linked to positive attitudes toward leadership, and quality of relationships between leaders and followers correlated with the transformational leadership. Positive attitudes toward leadership were found to correlate with followers' intentions to pursue future leadership roles. Implications of this study include a basis for leadership development models that can be used to grow organizations through succession planning and leadership training by emphasizing the relationship between a leader and followers.

Stakeholders and Sustainability Decision-making

#hypocrites! The Effect of Firm Self-Disclosure On Stakeholder Punishment

Lisa Lewin, SUNY College at Old Westbury

Danielle Warren, Rutgers University

In this paper, we experimentally examine the willingness of stakeholders to punish firms for poor CSR performance when they receive conflicting information through internal channels (CSR reports) or external channels (news articles). In Study 1, we examine the effects of information from internal and external channels on stakeholder punishments (lower investments, boycotting, lower interest in employment, and negative tweets). We find when information from internal and external channels conflict, the conflict causes stakeholders to perceive hypocrisy and punish the firm. For Study 2, we use conflicting information regarding an actual firm and find stakeholders are more likely to post claims of hypocrisy on social media when a news article regarding poor CSR follows a firm message touting positive CSR activities. Our research suggests public, online reactions to hypocrisy are robust, and firms should accurately disclose CSR performance.

Cognitive Framing In Corporate Sustainability Decision-Making

Patrick McHugh, Brown University School of Engineering Elise Perrault, College of Charleston

Studies of managerial framing note the importance of business case, paradoxical, temporal and stakeholder framing to corporate sustainability and other complex decisions. Framing is a cognitive tool leveraged by decision-makers in a sensemaking process informed by prior

experience, immediate context, and individual psychometric characteristics. The business case frame in particular has been the focus of much research. This study attempts to unpack critical sub-frames embedded in the business case construct to make them more specific and potentially actionable to drive change, identify the relative importance of the various framing constructs identified and discern actionable psychometrics that play a critical role in interpreting these frames. The findings of this exploratory study confirm the primacy of business case framing in a sustainability context. More specifically, the findings suggest that perceived corporate goals, a subset of the business case frame, is the critical driver embedded within the business case frame construct. In addition, decision-makers' interpersonal sensitivity psychometric ratings proved highly significant in driving action. Meaningful and supported corporate goal setting and individual interpersonal sensitivity, a psychometric that can be developed, suggest actionable variables impacting sustainability decisions with implications for both corporate strategy, management education, and society.

Can Financial Innovations Improve The Performance of Recycling Markets?

Jordan Howell, Rowan University
Jordan Moore, Rowan University
Daniel Folkinshteyn, Rowan University

Recycling is failing to meet the promises of its proponents; in the United States, instead of being used for creating new products and materials, considerable volumes of ostensibly “recyclable” materials are sent to landfills and incinerators each year. We argue that a major obstacle limiting markets for recyclable materials is the mechanism for their trade and exchange. In this paper we argue for creation of exchange-traded derivatives to invigorate and expand markets for recyclable materials. Currently, post-consumer materials (PCM) are traded over-the-counter instead of using a derivatives-dominated exchange like for many other types of commodities. As a result, pricing and volume information is fairly opaque, and this in turn limits the usefulness of recycling and deters manufacturers from incorporating PCM into their products. We imagine an exchange utilized by producers and consumers of PCM that could ensure more consistent pricing and availability.

2:30pm - 3:45pm

Diversity and Organizational Research

The Impact of Cultural Diversity On Small Business Strategy

Alex Galli-Debicella, Western Connecticut State University

Academic literature is rich with studies of small firms and of cultural diversity in the workforce—but very few academic studies have researched the intersection of the two. Academic research has looked at small firms and the factors that impact small firm performance, growth, and failure. Cultural diversity studies have included research focused directly on the degree of cultural diversity of firms regardless of size. However, the impact of cultural diversity on small firm strategy has not been extensively reviewed. The intersection of small firms and

cultural diversity yields a number of interesting hypotheses. Specifically, this paper examines: (1) The level of managerial skill at diversity management has a disproportionately large impact on small business capability to develop competitive advantage out of diversity; (2) Niche-based cultural competitive advantage is stronger in small business than in large organizations; and (3) There is an inverse correlation between number of cultures and strength of diversity strategy in small firms—while the correlation is positive in larger firms that can handle more complex interactions.

How Are Economic, Social and Political Variables Affected In Different Latin American and Caribbean Countries?

Andrea-Smith Hunter, Siena College
Avni Patel, Siena College
Parneet Kaur, Siena College

This paper gathers statistics from ten countries in Latin America, including Brazil, Mexico, Colombia, Argentina, Peru, Venezuela, Chile, Guatemala, Ecuador, and Bolivia, as well as eight countries in the Caribbean, including Haiti, Cuba, Jamaica, Trinidad & Tobago, Bahamas, Barbados, the Dominican Republic, and Puerto Rico. These countries are often not studied and therefore it is hard to address what changes need to occur in Latin America and the Caribbean and what has improved over the years. However, gathering data from different sources, we were able to analyze variables and see the relationship between each variable. The variables studied included the GINI index, population, GDP (\$), infant mortality rate (per 1,000 live births), maternal mortality ratio (per 100,000 live births).

Social Cognitions and Gendered Organizations

Alice Wieland, Southern Connecticut State University

This project investigates the social-cognitive processes that contribute to gendered organizations. Gendered organizations are those which embody traits of masculinity or femininity, and therefore, via social identity contingencies (Purdie-Vaughns, Steele, Davies, Dittmann, & Crosby, 2008) communicate to prospective employees and customers the kind of person who would be valued and successful within the organization. These non-conscious communications may therefore play a role in gendered organizations or teams, serving to reinforce the gender wage gap by appealing to male and female applicants differently. Specifically, this project investigates how potential male and female applicants respond to various company mission statements, and the effect the gender of the direct supervisor has on the intentions of the potential applicant.

The Crossover Effect of Resource Scarcity and Cognitive Mindsets On Partner's Motivational Outcomes For Work and Family

Yi-Ren Wang, The University of Alabama
Michael Ford, The University of Alabama
Youjeong Huh, The University of Alabama

Individuals undergoing resource scarcity may be inclined to develop certain cognitive mindsets about the limited resources they possess, which then affect how they redistribute and trade the remaining resources. These cognitive mindsets, referred to as scarcity mindsets in this study, include the belief that different life domains compete for resources from the same pool and the belief that the current life competes for the same resources with the future life. Because that the two partners often share a common environment and family resource pool and that increasing demand of one partner would require the coordination of efforts of the other partner, it is likely that their cognitive viewpoints about the limited resources are interdependently developed, yet such effects have not been empirically tested. Findings from our two-wave longitudinal dyadic study suggest that employee's resource scarcity positively affected one's tendency to only consider for the short-term and one's belief that gains in work role necessarily lead to losses for the family. Furthermore, these scarcity mindsets were found to significantly affect employee's learning goal orientation and proof goal orientation, and both partners' avoidance goal orientation and work-family balance self-efficacy. The results provide important theoretical implications by showing that a single family member's perception of scarcity may affect the belief regarding the competing nature of the resources, which could in turn affect both partners' motivational outcomes for both work and family. The study also offers practical implications for helping workers with a perceived shortage of resources reappraise the relationship between work and life.

Experiential Activities for HR, Leadership and ENT

Experiential Learning In Entrepreneurship, Human Resource, and Leadership Classrooms: A Role- Playing Activity

R. Gabrielle Swab, Towson University

Ian S. Mercer, Auburn University

John N. Harris, Georgia Southern University

As the workforce and classrooms evolve both in person and virtually, we must adapt to how we traditionally teach and engage with others. One such way is through experiential learning, which produces an increase in student intellectual and social engagement, as well as student retention (Olwell & Stevens, 2015). We introduce role-playing games in Management classrooms as a form of experiential learning. In Fall 2020, students across three universities participated in building a character based on their Ideal Entrepreneur, Human Resources Manager, or Leader. Using the format from the popular Dungeons and Dragons role-playing game, the students' chosen character used their characteristics, skills, and knowledge to perform in three different course related scenarios. Students were then asked to reflect on their character, their decisions, and the subsequent outcomes. In this paper, we discuss the activity and the management topics (e.g., decision making, individual differences, resources) it allowed us to teach using experiential learning. We additionally identify how this activity fulfills the education objectives recognized in Bloom's taxonomy.

Welcome To The Webpage For Human Resources Consulting Associates (hrca)! An Experiential Approach To Teaching Human Resources In A Virtual Environment

Pauline Assenza, Western Ct State University

For undergraduate students in management, a basic survey course containing content that communicates awareness of the need for and overview of the functions of human resource management is usually part of the business degree core program. Currently, due to the COVID-19 pandemic, colleges and universities need the ability to be flexible regarding course delivery modalities. In addition, the AACSB new 2020 business standards specifically call out the need for curriculum that “fosters innovation, experiential learning, and a lifelong learning mindset” (AACSB 2020, Standard 4). What follows is a model of an experiential approach to teaching human resources in a virtual environment.

Incubator Session: Supportive Management

Participation and Ownership: Anchoring Responsible Management

Sarah Stookey, Central CT State University

As management academics seeking to contribute to addressing “unprecedented challenges for both organizations and management education” we must “continuously frame and reframe responsible management” (EAM, 2021). This effort calls for us to examine fundamental concepts in our discourse, identifying those elements that must be reformulated to serve the interests of the broadest possible definitions of stakeholders. Disciplinary discourse is powerful; it does not simply accommodate preexisting values or practices but constitutes activities and institutions (Gee, 2000). In democratic societies, “ownership” and “participation” are two such constitutively powerful concepts. As part of management discourse, they reflect democratic values in a way that often confers legitimacy to management practices. But using the concepts as elements of narrowly defined managerial agendas and practices transforms their meaning (Bowles & Gintis 1987). In this process, social and political narratives cross-pollinate, and new, ideologically laden variants of the concepts enter management theory and practice. Uncritical use of the new variants can buttress practices that undermine responsible management. The paper is an effort to disentangle some of the genealogy of these concepts, as an initial step in refocusing attention on the critically important human dynamics they represent.

Increasing Employee Satisfaction and Retention

Christopher Domingue, Pace University

Julia Eisenberg, Pace University

Organizations provide training and development opportunities as part of human resource management endeavors. We hypothesize that the effects from training and development have a positive effect on employee retention through its positive influence on employee job satisfaction. Further, mentoring programs that provide guidance from peers and mentors can further enhance the benefits of training and development on employee job satisfaction and retention. We are currently in the process of rolling out a web based survey to empirically test our hypotheses.

Impact of Covid-19 On Women In Academia: Outcomes and Effectiveness of Intervening Policies

Amanda Hinojosa, Howard University
Crystal Dobratz, Howard University
Stephanie Leonard, Howard University

We seek to explore the indicators of organizational support for use of COVID-19 policies. Do perceptions of support for the nuanced impact of COVID-19 on personal and professional lives mediate the relationship between the organizational policies offered and their impact on career outcomes for women faculty during and after the pandemic? Without careful consideration as to the organizational support of COVID-19 mitigating policies, such efforts to support may fall short, if faculty feel stigmatized for requesting and/or utilizing such policies. What COVID-19 adjustment policies can universities offer to avoid further exacerbating the problems they were intended to alleviate? In this idea incubator submission, we seek to explore these issues, refine our research questions and discuss potential research designs to further explore the impact of COVID-19 on women in academia.

Multiple Theoretical perspectives in OB

Taking Account: Effects of Accountability On Evaluation of Information

Lisa Lewin, SUNY College at Old Westbury

In this paper, I seek to understand how employees use and evaluate information when it conflicts with previously held beliefs. Across two studies using different corporate social responsibility scenarios (human rights and diversity), I find that rather than simply ignore belief-conflicting information, employees avoid using or sharing that information through a cognitive process of devaluation. In the current management literature, there is no widely accepted strategy to reduce the tendency for employees to disregard conflicting information. Here, I consider different types of accountability and find that in one study, accountability for social outcomes (compared to accountability for financial outcomes) can promote the acceptance of new information regarding unethical firm behavior and encourage an employee to make decisions based on that information in a way that is likely to be beneficial for the firm. In the second study, I find evidence that accountability for process (rather than accountability for outcomes) reduces bias in evaluating and sharing information. These findings offer important insights into the mechanisms by which employees disregard information and offer a theoretical foundation for future research on the role of accountability in information processing.

Mindfulness and Meaningfulness In Managing Knowledge: A Theoretical Model

Isabel Rechberg, CUNY

In the theoretical construct developed here the argument is made that mindfulness and meaningfulness are valuable antecedents for managing knowledge at work. Individuals who are the source of all knowledge can draw on mindfulness and meaningfulness in order to facilitate

their knowledge creation and knowledge sharing abilities. Moreover, integrating mindfulness and meaningfulness into the development of knowledge management (KM) can result in ethical practices which in turn may amplify individuals' mindful and meaningful creation and share of knowledge. Suggestions for organizations are provided and further research suggested before drawing conclusions. This study is the first of its kind to shed light on the theoretical foundations of the positive impact of mindfulness and meaningfulness on KM, and in so doing advances the theory and practice of KM and contributes to research on mindfulness and meaningfulness in organizational practices. Integrating mindfulness and meaningfulness into the debate on KM brings attention to the individual knowledge carrier and paves the way for ethical KM practices that work.

Beyond Economic Performance: Toward A Social Theory of The Firm

Babita Srivastava, William Paterson University
Raza Mir, William Paterson University

Strategy research addresses questions such as: why do some organizations outperform others? The basis for such research is a theory of the firm. In this paper, we enter the debate on the theory of the firm in order to interject a holistic note. We do so by proposing that strategy research broaden its concept of organizational performance. Strategy researchers have traditionally conceptualized performance in economic terms. We believe that a concern with corporate social performance can enlighten the debate on the theory of the firm. We illustrate our perspective on the theory of the firm with reference to the contrast between two prominent theories: the industrial organization view and the resource-based view. We show that each has implications, not only for research and for practice, but also for social welfare. We hope to influence the conversation on the theory of the firm, and hence the conversation on strategy and performance toward a more holistic turn. We also hope to build a bridge between Strategy and Social Issues Management.

Organizational Behavior and COVID-19

Understanding Work-Family Conflict During Covid-19: A Demands-Resources Perspective

Tejinder Billing, Rowan University
Rupashree Baral, Indian Institute of Technology
Nicholas Beutell, Iona College

This study examines how working parents experienced the unique demands associated with family and work during the COVID-19 pandemic. Using the Job Demands-Resources model, we test the interactive effects of demands and resources on work-family conflict and the mediating effect of work-family conflict on demands and resources with outcome variables (stress and wellbeing). The model was tested using samples from the United States (n = 335) and India (n = 356). Data were collected during the peak of the first phase of the lockdown period in April and May 2020. Results not only confirm some well-established relationships between antecedents and outcomes of work-family interference but also reveal some interesting and unique insights. Our findings support a pancultural model of work-family interface highlighting the robust and

unique situation created by the global health pandemic. This is one of the first empirical studies investigating work and family demands, resources, and conflicts during the COVID-19 pandemic. The findings highlight how individuals dealt with sudden changes in their lives in both western and non-western settings suggesting that the specific processes may be consistent across countries.

Sense-Making In Organizational Crisis Communication During Covid-19: A Computer-Aided Text Analysis

Antigoni Papadimitriou, John Hopkins University

Kevin Taylor, Stetson University

Sarah Schiffecker, Texas Tech University

Organizational communication is one of the crucial aspects of a well-managed business or organization. It encompasses everything from individual to mass communication. The purpose of this study is to define how organizations successfully engage stakeholders virtually in times when physical interactions are impossible. With many universities in the US and worldwide operating exclusively in an online and virtual environment, there is a need to develop a better understanding of universities' strategic organizational communication during long-lasting crisis (January – May 2020). This study adopts the lens of agenda setting, sense-making and sensegiving, and social media in crisis communication. A case study design was employed using computer-aided text analysis (CATA) with cluster analysis and the Linguistic Inquiry and Word Count (LIWC) software, to examine 36,347 tweets of universities in the U.S. Findings of the study include a model of topics universities communicate and how the topics and presentation change during crisis.

Adaptive Managers As Emerging Leaders During The Covid-19 Crisis

Abdulah Bajaba, Louisiana Tech University

Saleh Bajaba, King Abdulaziz University

Mohammad Algarni, King Abdulaziz University

Abdulrahman Basahal, King Abdulaziz University

Sarah Basahel, King Abdulaziz University

The Coronavirus Disease 2019 (COVID-19) has taken the world by surprise and has impacted the lives of many, including the business sector and its stakeholders. Although studies investigating the impact of COVID-19 on the organizational structure, job design, and employee well-being have been on the rise, fewer studies examined the role of leadership and what it takes to be an effective leader during such times. This study integrates social cognitive theory (Bandura, 1986) and conservation of resources theory (Hobfoll, 1989) to argue for the importance of adaptive personality in the emergence of effective leaders during crisis times, utilizing the crisis of COVID-19 as the context for the study. We argue that managers with an adaptive personality tend to have increased self-efficacy levels to lead during a crisis, resulting in increased motivation to lead during the COVID-19 crisis. Furthermore, managers with increased motivation to lead during the COVID-19 crisis are argued to have enhanced adaptive performance, thereby suggesting a serial mediation model where crisis leader self-efficacy and motivation to lead during the COVID-19 crisis act as explanatory mechanisms of the relationship

between the adaptive personality and performance of the manager. In order to test our hypotheses, we collected data from 116 full-time managers in Saudi Arabia during the COVID-19 crisis and used hierarchical linear regression as the method of analysis. The findings support all of the hypotheses. A discussion of the results, contributions, limitations, and future-directions is included.

4:00pm - 5:15pm

Meet the Editors

5:30pm - 6:30pm

EAM Fellows Meeting

Track Chair Meeting

Saturday May 22, 2021

9:00am - 10:15am

Incubator Session: Org. Transformation

The Impact of Covid-19 On The Entrepreneurs Decision To Transform To Digital Entrepreneurship: The Moderating Role of Entrepreneurial Resilience

Rawan Alyahyawi, Morgan State University

In the middle of a pandemic like COVID-19, strong business continuity may minimize aspects of its negative impact. A business continuity plan involves various components coping with the situation, such as working from home and investing in protective gear, which requires assistance and training. This paper examines how entrepreneurial resilience as a moderator supports the relationship between the COVID-19 crisis and entrepreneurs' decision to transform into digital entrepreneurship. Studying the past pandemics has yielded results; some have shown outcomes with adverse effects on businesses and the overall economy. Therefore, entrepreneurs have placed policies and mechanisms on preparedness for crisis events. To date, there has been limited work on the challenges that come with transitioning to a digital model of operations as a response to an external shock and how entrepreneurs can develop resilience to face this challenge. In an attempt to gain a more profound knowledge of digital entrepreneurship, this paper offers an understanding of the transformation processes into digital technologies, especially in global challenges and problems. Besides, this paper will help to light the critical role of entrepreneurial resilience in this transformation.

Designing Collaborative Workspaces In Virtual Environments: Can “Creative Collisions” Still Occur?

Pauline Assenza, Western CT State University

During 2020 there was a major shift in the workplace environment due to the COVID19 pandemic. Employees were asked to do work outside of the office because of the need for social

distancing. Although this work-from-home arrangement was not new, the previous iterations had mostly consisted of negotiated “telecommuting” scenarios where some in-office attendance was required. Now the face-to-face component of workplace collaboration had been replaced by remote video meetings, email and messaging apps, and phone conferences. By the end of 2020 anecdotal reports had employees voicing a desire for a return to physical engagement. They missed the “water cooler” : opportunities for impromptu meetings with peers, where “creative collisions” could occur. Those unscheduled encounters had often been responsible for knowledge spill-over, sparking development of innovative initiatives. The virtual environment limited this spontaneous interaction, and also left employees wondering if they were missing opportunities for social advancement. How do you informally impress your peers or upper management when all interaction is via a scheduled event? Should management consider creating a different approach to workplace interaction? What can 2021 leadership do to redesign workspaces or organizational structures so they foster responsive and collaborative employee engagement in a mostly virtual environment?

Organizational Transformations and Covid-19: A Crisis-Driven Management Innovations Model

Constant Beugre, Delaware State University

The current COVID-19 pandemic is ravaging economies and bringing human suffering and misery in the United States and throughout the world. Yet, in these dire circumstances, there is evidence that human ingenuity is flourishing, giving credence to the French old saying ‘nécessité est mère d’invention,’ (necessity is mother of invention). Hence, the present research aims to identify the management innovations undertaken by organizations in the United States to address the COVID-19 pandemic. The research will draw from the extant literature on crisis management and biomimicry and use an open-source methodology and qualitative analysis, to develop a crisis-driven management innovations model. This model will have the potential to not only advance the extant literature on innovation and crisis management but most importantly to provide guidelines to organizations to cope with the current COVID-19 pandemic and future crises.

Leader Endorsement and Organizational Politics

Profiling Generation Zers: Comparison Review Using Myers Briggs Personality Inventory To Educational and Organizational Profiles of Generation Zers

Dawn Sime, Southern New Hampshire University

An in-depth literature review showed limited theoretical research on profiling Generation Zers using the Myers Briggs Personality Inventory. Most published works centered around comparing Generation Z with Millennials, educational goals, and job-related choices and behaviors. The purpose of this paper is to provide a profile of college freshman who are Generation Zers using the results from the Myers Briggs Personality Inventory. Students enrolled at Southern New Hampshire University, a private college, participated in an in- class survey from fall 2015 to spring 2017. The Myers Briggs Personality Inventory was used to compare students’ personality

traits and characteristics with information gathered from educational and personnel industry surveys.

Gender and Leader Emergence: An Examination of Leadership Claims and Grants Among Mixed-Sex Team Members

Andrea Farro, Rowan University

This study used a multi-wave longitudinal design to test a number of hypotheses related to gendered leader dynamics in small self-managing teams. Specifically, my predictive model examined the claiming and granting of leadership within the purview of specific team processes in project team dyads and how these interactions may be different for females versus males. By drawing on current social-psychological theories of leadership construction, which emphasize the claiming and granting of leader roles as a dynamic social process, I examined leadership claims and grants among team members over the course of a five week project. Results provide some evidence that 1) there is value in empirically examining both grants and claims among team members in leader emergence, 2) gender should continue to be explored as a substantive variable in longitudinal leadership studies, 3) researchers examining leadership in teams should consider using the functional approach and examining leadership within the purview of each team process, and 4) leadership is a dynamic process and should be examined overtime.

Retention and Motivation of Gen Z, Gen Y, and Gen X Employees In The Workplace

C. Christopher Lee, Central Connecticut State University
Hyoun-Sook Lim, Central Connecticut State University

This study explored moderating effects of employee generations on factors related to retention and motivation in the workplace. We hypothesized transformational leadership, corporate social responsibility, work-life balance, autonomy, and technology would affect employee retention and intrinsic motivation. We also hypothesized intrinsic motivation was positively related to retention. We developed a survey instrument and collected the survey data via Amazon Mechanical Turk. After filtering out bad responses, we ended up with 489 sample cases for this study. We used structural equation modeling for data analysis. Evidence showed that only transformational leadership was significantly related to retention of Generation X employees and only work-life balance had a significant relationship with the intrinsic motivation. For Generation Y employees, transformational leadership was the only factor affecting their retention while both transformational leadership and autonomy showed significant impacts on their intrinsic motivation. Generation X employees reported only transformation leadership mattered on their retention while transformational leadership, corporate social responsibility, and autonomy were significantly related to their intrinsic motivation in the workplace. All three generations showed statistical significance between intrinsic motivation and employee retention.

Strategic Concepts from Perspectives of Self, Other and Networks

The Structure of The Collaborative Network and Knowledge Network Structures: The Underlying Mechanism Between Mobility Constraints and Exploratory Innovation

Donghwi Seo, Central Connecticut State University

I examine the impact of mobility constraints as a significant antecedent hindering employee mobility on a firm's exploratory innovation. By acknowledging the distinct networks embedded in the organization- collaborative network and knowledge network- based on the recent findings that two networks embedded in the same organization may differ in terms of their origins and implications, I investigate the distinctive underlying mechanisms through which mobility constraints influence a firm's exploratory innovation. In the findings, I found that the impact of mobility constraints on a firm's exploratory innovation is distinctive from each other, depending on the organization's distinct embedded network structure. In doing so, I contribute to the existing understanding of mobility constraints and networks.

Constructing The “Self”? Constructing The “Place”? A Critical Exploration of Self-Initiated Expatriation In China

Xueting Jiang, New York Institute of Technology
Marta Calás, University of Massachusetts - Amherst
Alex English, Shanghai International Studies University

This paper attempts to capture how self-initiated expatriates (SIEs) produce and reconstruct “self” and “place” through their own processes of expatriation and career development. In so doing, the paper reexamines assumptions of previous expatriate adjustment scholarship to offer fresh insights on the notion of expatriation itself as mobility becomes a norm under present conditions of globalization. We used Bougon's (1983) Self-Q technique to develop interview protocols uncovering cognitive maps of SIE's “enacted environments” as an abstraction of their experiences, while mapping also their “enacted selves”. Our findings suggest SIEs seem to be constituting and reconstituting their subjectivities and their sense of “place” by displacing the notion of “home”. This study contributes to the expatriation literature by focusing on processes through which SIEs construct their world through their mobility and overseas experiences. It calls into question concerns with expatriate's adjustment processes in the extant research literature by suggesting that assumptions supporting these concerns are no longer tenable in transnational management spaces of practice.

How Can I Help? Antecedents of Voluntary Stakeholder Responses To Unexpected Events

Baris Morkan, Stevens Institute of Technology
Heidi M. J. Bertels, CUNY College of Staten Island

Stakeholder management is often considered an internal exercise focused on the management of and for stakeholders. However, when projects face unexpected events that may jeopardize the success of a project, it can be advantageous to leverage the stakeholder relationship and to draw on their resources and skills— shifting the focus to managing with stakeholders. Prior research has identified how voluntary and contributory actions by stakeholders can minimize negative consequences of unexpected events on projects and has shown that stakeholders can help recover firms in disadvantageous positions faster. The question we address in this paper is what motivates stakeholders to engage in these voluntary and contributory actions and how managers

can create the conditions for these antecedents to emerge. The setting in which we study our research question is a financial crisis during the mega-construction project of the Vodafone Arena Stadium (VAS) in Istanbul, Turkey. The research design follows an inductive, discovery-oriented grounded theory approach. We identify four antecedents that prompted stakeholders to engage in voluntary and contributory actions: Loyalty, Psychological Ownership, Association with Prestigious Project, and Non-Negotiable Public Deadlines with High-Level Representation.

Workplace Diversity: Access and Inclusion II

Management Gender Diversity and Organizational Performance: The Contextual Role of Industry

Muhammad Ali

Duckjung Shin, Korea University Yang Yang, Rowan University

This research consolidates theories to refine the management gender diversity–performance relationship and contextualize it in an industry setting. It proposes and tests a positive linear prediction based on the knowledge-based view, a negative linear prediction based on the role congruency theory, a U-shaped curvilinear prediction based on the integration of contrasting arguments from the categorization-elaboration model. We also introduce the industry gender composition as a key contingency in diversity research. The predictions were tested using data collected from 248 medium- to large-sized for-profit organizations in Australia via a human resource manager survey and archival sources. The results indicate a positive linear relationship with perceived market performance, a U-shaped curvilinear relationship with employee productivity, and a more pronounced U-shaped curvilinear relationship with employee productivity in male- majority industries than in female-majority industries. We discuss theoretical and research contributions and practical implications.

Differential Impact of The Pandemic On Labor Market Outcomes

Shani Carter, Wagner College, Nicolais School of Business

This article examines the impact of the pandemic on labor market outcomes by race, gender and age, and discusses whether the existence of United States federal EEO laws prevented inequality in labor market outcomes. The article specifically reviews laws related to race, gender, and age, and discusses how the passage of these laws led to increased diversity of the labor force prior to the pandemic, but did not prevent differential outcomes during the pandemic. Data on the labor force participation rates, unemployment rates, and level of employment are examined longitudinally to present differences by race, gender, and age.

10:30am - 11:30am

EAM Business Meeting