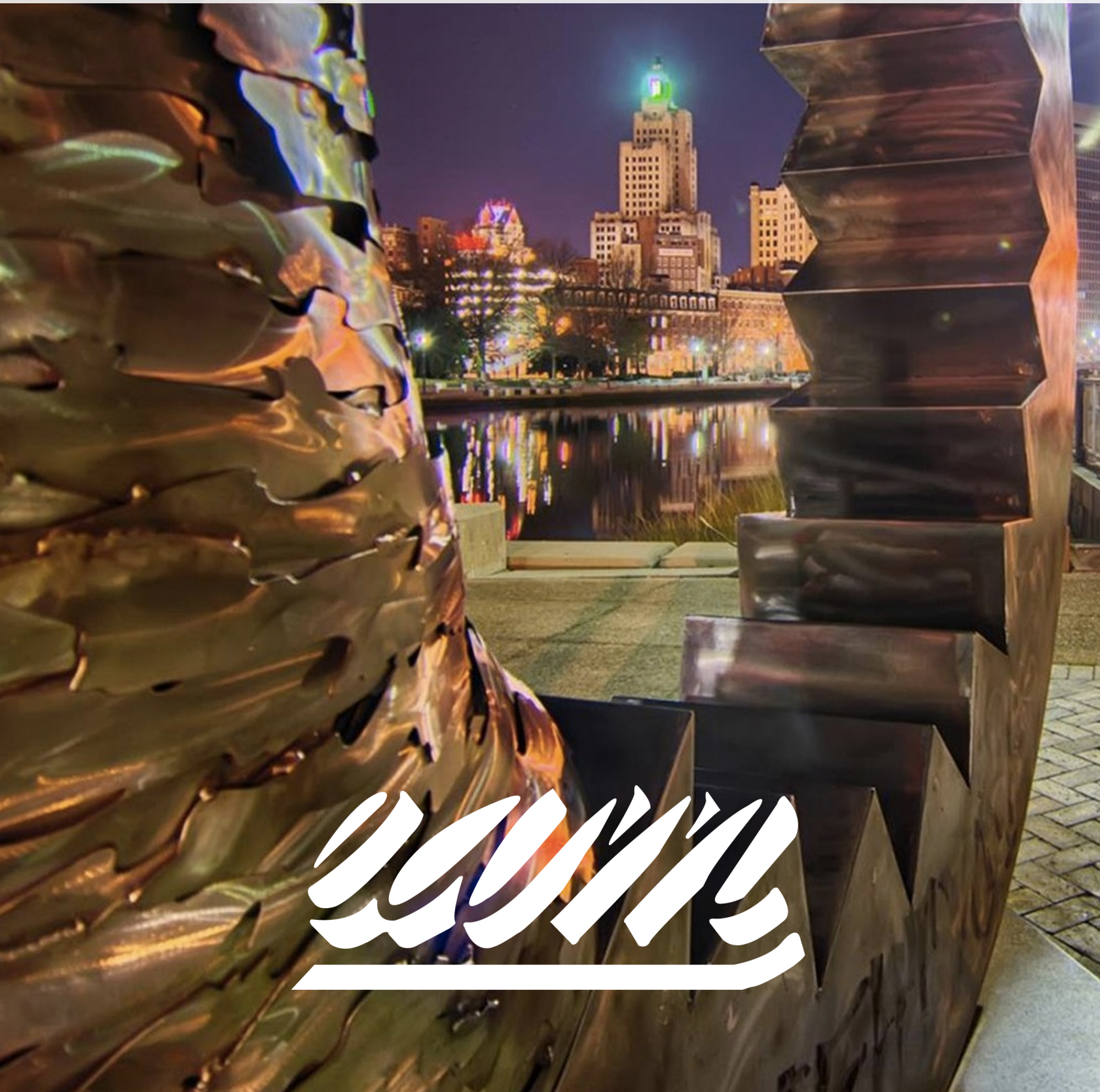
The 55th Annual Meeting of

Eastern Academy of Management

The Hilton Providence | Providence, Rhode Island

Program Chair: Elizabeth McCrea

May 2 - May 5 | 2018



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Exhibitors

Exhibitors can be visited in the Foyer

EthicsGAME

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FlatWorld

REAL TIME CASES

Thank you!

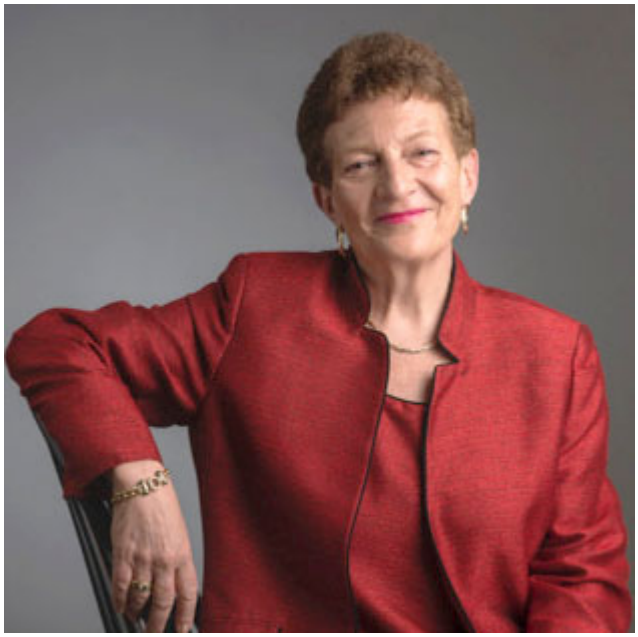
EAM Board thanks the EAM Fellows for generously sponsoring the 2018 Research Methods Workshop, the ELA Best Experiential Paper Award, and the OMJ Best Paper Award.

EAM Board thanks Dr. Larry Williams for generously donating his time and expertise in offering the 2018 Research Methods workshop.

Brenda Dann-Messier, Ed.D.

Opening Ceremony Speaker

Thursday, May 3rd, 2018 | South Rose | 8:30am – 9:15am



Brenda Dann-Messier, Ed.D., was appointed Commissioner of Postsecondary Education for Rhode Island in August 2017, having previously served as Acting Commissioner from April 2017. Throughout her career, Dr. Dann-Messier has focused on promoting student success and developing the workforce at every level. Under President Obama, she served as Assistant Secretary of Education of Career, Technical, and Adult Education (2009-2014). She led the Department of Education's efforts in adult education and career and technical education and helped shape the administration's policies on community colleges and correctional education, and in 2013, she was named Acting US Assistant Secretary for Postsecondary Education. Dr. Dann-Messier has also worked as an education consultant, most recently with the Council of Chief State School Officers (CCSSO), where she helped states develop integrated pathways for college- and career-readiness.

Dr. Dann-Messier is an alumna of Rhode Island College, where she earned a B.A. in history and secondary education, as well as a master's in instructional technology. She went on to earn an Ed.D. in educational leadership from Johnson & Wales University. Dr. Dann-Messier began her career in higher education at Rhode Island College and the Community College of Rhode Island, before taking a position in the US Department of Education during the Clinton administration and later serving as President of Dorcas Place Adult and Family Learning Center in Providence. She served on the Rhode Island Board of Governors for Higher Education from 2006 to 2009 and on the Board of the Rhode Island Higher Education Assistance Authority from 2007 to 2009.

Best Reviewers Awards

OB: Pavani Kaushiva
ECRS: Veselina Vracheva & Tim Golden
Entrepreneurship: Vasiliki Kosmidou & Pauline Assenza
HRM: Timothy Golden & Tonya Gander Ensign
Strategy: James Fairfield-Sonn & Veselina Vracheva
Leadership: Pavani Kaushiva
MED: Annette Rogers & Joy Jones
ELA: Steven Meisel, Elizabeth Siler, & Noel Criscione-Naylor
CASE: Heidi Bertels, Caroline D'Abate, Jeff Moretz, & Steven Congden

Welcome to EAM 2018 in Providence, Rhode Island

Welcome to the 2018 Eastern Academy of Management meeting in Providence Rhode Island, where, once again, "Collegiality and Scholarship Meet!" This year's program exemplifies the conference theme, IMPACT: Making a difference through research, teaching & service.

As the AACSB has highlighted, our scholarship has a significant impact: both on the creation of new management knowledge and the application of that knowledge to both students and practitioners. This year's program showcases many different kinds of thought-provoking, impactful management scholarship in a variety of academic fields.

We are also honored to welcome Dr. Larry Williams, the Donald and Shirley Clifton Chair of Survey Science and Professor of Management at the University of Nebraska Lincoln. He will be holding a Structural Equation Modeling workshop on Thursday as well as contributing his expertise to the Junior Faculty and Doctoral Student consortia.

For those looking to have even greater impact through teaching, the CASE Association, the Experiential Learning Association (ELA), and several Professional Development Workshops (PDWs) all provide opportunities for your personal growth. CASE, an affiliate organization, offers terrific sessions centered on developing new cases and teaching with impactful, real-world case studies. ELA has curated a collection of experiential learning exercises that allow students to personally experience and practice the concepts we are teaching. Finally, we have several PDWs designed to impact your teaching or career.

On the theme of service, this year we welcome Keynote Speaker Dr. Brenda Dann-Messier, Rhode Island Commissioner of Postsecondary Education. Under President Obama, she served as Assistant Secretary of Education of Career, Technical, and Adult Education and in 2013, she was named Acting US Assistant Secretary for Postsecondary Education. Throughout her career, Dr. Dann-Messier's service has had tremendous impact on promoting student success and developing the workforce at every level. She will share her insights at the Opening Ceremony on Thursday morning.

As an example of impactful service in action, the conference itself would not be possible without the dedication of many volunteers: track chairs, reviewers, authors, EAM Fellows, EAM officers and others. I would like to extend a special thank you to our fundraising chair and EAM President, Filiz Tabak, President-Elect Laurie Levesque, and Conference Manager Brandon Charpied for their dedication and impactful service to the Eastern Academy of Management.

This year's program clearly demonstrates that we all use our talents and skills, our energy and our knowledge of management, to have true impact for our Eastern Academy of Management community and the world at large.

EASTERN ACADEMY OF MANAGEMENT

EAM FELLOWS

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Sponsorship Coordinator
Filiz Tabak, Towson University

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Entrepreneurship & Innovation
- David Brannon, Towson University

Ethics, Corporate Responsibility, and Sustainability
- Susan Baker, Morgan State University
- M. Linda Martinak, University of Baltimore

Human Resources Management
- Camelia Fawzy, University of Baltimore

Idea Incubator
- Elizabeth McCrea, Seton Hall University
- Yi Yang, UMass Lowell

Leadership
- Antigoni Papadimitriou, Johns Hopkins University

Management Education & Development
- Ted Peters, Hartwick College
- Pauline Stamp, Hartwick College

Organizational Behavior & Theory
- Tejinder Billing, Towson University

Professional Development Workshops
- Laurie Levesque, Suffolk University

Strategic & International Management
- Huy Q. (David) Tran

Affiliate Organizations

CASE Association
David Desplaces, College of Charleston

Experiential Learning Association
Mary Foster, Morgan State University
Dale Finn, University of New Haven

Academic Consortia

Doctoral Student Consortium Chair
Julia Eisenberg, Pace University
Elizabeth McCrea, Seton Hall University

Junior Faculty Consortium
Scott Latham, UMass Lowell

Mid-Career & Senior Faculty Consortium Chairs
Dale Finn, University of New Haven
Joe Seltzer, La Salle University
Joan Weiner, Drexel University
Shanthi Gopalakrishnan, New Jersey Institute of Technology

EAM – New England Journal of Entrepreneurship Paper Award

The *New England Journal of Entrepreneurship* (NEJE) is a double-blind peer reviewed journal that is published by Emerald on various topics of entrepreneurship and small & family-owned business management. EAM-NEJE Best Entrepreneurship Paper Award was first established in 2015 to recognize and honor an outstanding paper submitted to the Entrepreneurship track of the annual Eastern Academy of Management Meeting.

The main focus of the EAM-NEJE Best Entrepreneurship Paper Award is on recognizing outstanding research that addresses current and emerging entrepreneurship topics. The Award consists of a cash prize of $500 and an Award plaque commemorating the winner's outstanding research effort.

This year, we are pleased to announce that the EAM-NEJE Best Entrepreneurship Award goes to:

"Psychological Ownership and Sensemaking In Non-Equity Crowdfunding" (*Friday, 2:45pm - 4:15pm in Promenade*) by Muharrem Huvaj (*Suffolk University*), Aron Darmody (*Suffolk University*), and Robert Smith (*Suffolk University*).

EAM Best Paper in Track Awards

Entrepreneurship & Innovation: Muharrem Huvaj, Aron Darmody and Robert Smith for "Psychological Ownership and Sensemaking In Non-Equity Crowdfunding"

Ethics, Corporate Responsibility & Sustainability: Seray Ergene for Corporate Sustainability as a Strategy-making Process

Human Resources Management: Louis Hickman and Mesut Akdere for "Organizational Socialization and Demographic Imbalances: The Effects of Cultural Dissimilarity"

Leadership: Melanie Robinson and Kathleen Boies for "A Lexical Study of Effective Followers in Two Languages"

Management Education & Development: Paul H. Jacques, John Garger and Leslie P. Filippelli-DiManna for "Antecedents to Trustworthiness, Satisfaction, and Potency in Ad Hoc Face-To-Face and Computer-Mediated Teams"

Organizational Behavior: Payal Anand for "Cause and Consequence of Workplace Loneliness: A Two-Sample Study"

Strategy & International Management: Yi Yang and Saira Latif for "Stranger Knows Best: Corporate Venture Capital Investor and Third-Party Acquirers"

Organization Management Journal Best Paper Nominees

Best Research Paper, Volume 14:

Charles J. Fornaciari & J. B. Arbaugh (2017) "Defining and Achieving Student Success at Non-Elite Schools," *Organization Management Journal*, 14:1, 7-21.

Ivana Milosevic, A. Erin Bass & Djordje Milosevic (2017) "Leveraging Positive Psychological Capital (PsyCap) in Crisis: A Multiphase Framework," *Organization Management Journal*, 14:3, 127-146.

Best Management Education paper:

Lindsey A. Gibson & Carolyn I. Chavez (2017) "Learning How to Influence Others: A Training Module and Experiential Exercise," *Organization Management Journal*, 14:2, 57-75

Melanie A. Robinson (2017) "I Need That Week Off!: An Experiential Exercise on Conflict and Negotiation," *Organization Management Journal*, 14:3, 160-169.

WEDNESDAY, MAY 2ND

EAM Board of Governors Meeting (Invite-Only)
12:00pm – 5:00pm in Providence Room

Conference Registration
5:00pm – 5:45pm in Conference Lobby

EAM Welcoming Dinner (Pre-Registration Required)
6:00pm – 9:00pm at Bravo Restaurant

Conversation & Collegiality
8:00pm – 11:00pm in Hilton Providence Restaurant

THURSDAY, MAY 3RD

Continental Breakfast
7:30am – 8:30am in Conference Foyer

Doctoral Student Consortium (Pre-Registration Required)
7:30am – 1:30pm in North Rose

Conference Registration
8:00am – 2:00pm in Conference Foyer

Conference Exhibitors
8:00am – 5:00pm in Conference Foyer

EAM, Inc. Board Meeting (Invite-Only)
9:15am – 12:00pm in Providence Boardroom

CASE Board of Directors Meeting (Invitation Only)
10:15am – 12:00pm in South Rose

Junior Faculty Consortium (Pre-Registration Required)
10:15am – 1:30pm in Renaissance

Refreshment Break
10:00am & 1:30pm in Conference Foyer

Conversation & Collegiality
8:00pm – 11:00pm in Hilton Providence Restaurant

8:30am – 9:15am in (South Rose)

Opening Ceremony Speaker: Dr. Brenda Dann-Messier

EAM welcomes its 2018 Keynote Speaker, **Dr. Dann-Messier**, Commissioner of Postsecondary Education for Rhode Island.

Brenda Dann-Messier, Ed.D., was appointed Commissioner of Postsecondary Education for Rhode Island in August 2017, having previously served as Acting Commissioner from April 2017. Throughout her career, Dr. Dann-Messier has focused on promoting student success and developing the workforce at every level. Under President Obama, she served as Assistant Secretary of Education of Career, Technical, and Adult Education (2009-2014). She led the Department of Education's efforts in adult education and career and technical education and helped shape the administration's policies on community colleges and correctional education, and in 2013, she was named Acting US Assistant Secretary for Postsecondary Education. Dr. Dann-Messier has also worked as an education consultant, most recently with the Council of Chief State School Officers (CCSSO), where she helped states develop integrated pathways for college- and career-readiness.

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9:15am to 10:00am Sessions

PDW 9:15am – 10:00am in (Renaissance)

Welcome to EAM: Where Scholarship and Collegiality Meet

Tim Golden, *Rensselaer Polytechnic Institute*
Joan Weiner, *Drexel University*
Ted Peters, *University of Baltimore*

Are you new to the Eastern Academy of Management? Want to know more about the benefits of getting involved and how to do so? Curious about all those acronyms (ELA, CASE, OMJ, etc.)? Please join us for an informative panel discussion on these topics and more. This is a relaxed, collegial forum to ask all your questions about the conference and the EAM organization!

PDW 9:15am – 10:00am in (Hartwell)

Innovations in Teaching and Learning: Reimagining Study Abroad with Integrated Field-Based Learning

Jeff Mello, *Rhode Island College*
Leslie DiManna, *Rhode Island College*
Kyungsub Choi, *Rhode Island College*

Study abroad programs continue to be an increasingly desired means to provide global immersion in business education. While other opportunities exist to acquaint students with global business, study abroad provides the greatest impact yet remains infeasible for many students for a variety of reasons. This workshop will explore some innovative study abroad programs which have made the experience available for students for whom it would otherwise not be.

MED 9:15am – 10:00am in (LaSalle)

Using Open Web-based Tools to Deliver a Collaborative and Engaging Classroom: Let's Make Learning Fun!

Patricia Kelly, *Quinnipiac University*
Amy Paros, *Quinnipiac University*

Today's businesses are required to embrace the fast paced world of ever-changing technology in order to stay competitive. Employers demand that students are comfortable using technology (Crittenden & Crittenden, 2016). It is essential for management education to remain relevant and mirror a technology forward classroom environment in order to prepare students for the workplace (Cudney, 2017). Using new learning tools in the classroom can be benefitable to the student experience (Cudney, 2017). In addition to workplace preparation, the current learning generation demands a learning experience connected through technology (Crittenden & Crittenden, 2016). Successful use of technology and collaborative tools in the classroom can be facilitated at a low cost while allowing instructors to manage student learning and desired outcomes. This event will discuss the use of three open online tools Kahoot IT, PollEnywhere and CATME.

9:15am - 10:00am in (Promenade)

What is EAM International?

David Ford, *University of Texas at Dallas*

Come learn about EAM International. EAM sponsored the first Managing in a Global Economy conference in Tilberg, Netherlands in 1985. The success of the first EAM-I conference led to a series of biennial international conferences organized by EAM in partnership with local host universities in locations around the world. Conferences have been held in varied locations, including Berlin, Singapore, Cape Town, Rio de Janeiro, Bangalore, Sevilla, Lime, and, most recently, Gold Coast, Australia. The EAM-I Conferences are a source of international collaboration and learning among academics and practitioners.

10:15am to 11:45am Sessions

Entrepreneurship: 10:15am - 11:45am in (Promenade)

Education and Learning

Session Chair: Christina Tupper, *North Carolina A&T State University*

The Heterogeneous Process Of Entrepreneurial Learning By Doing

Congshan Li, *Georgia Institute of Technology*

While it is generally agreed that the performance of new ventures is strongly influenced by entrepreneurial capability, whether entrepreneurial capability can be enhanced through learning-by-doing (LBD) has been supported by conflicting evidence. This paper employs experiential learning theory to frame an empirical study of processes by which entrepreneurial experience is transformed into generalizable entrepreneurial knowledge that enhances entrepreneurial capability. The results show that entrepreneurial LBD is heterogeneity across individuals and is most sensitive to experience among entrepreneurs with a high educational ability and diversified occupational experience. These results, which help reconcile the conflicting results found by previous studies, have implications for both theory and practice.

Millennial Entrepreneurial Propensity: Theoretical Influence Of B-School Curricula

Raymond VanNess, *Siena College*
Charles Seifert, *Siena College*
Daniel Robeson, *Siena College*

Millennials constitute the majority of collegiate business students and are approaching fifty percent of the workforce. Reportedly they have attitudes, expectations, and beliefs about work that differ from previous generational cohorts. Further, they appear to possess a diminished interest in entrepreneurship, potentially a harbinger of significant economic challenges for communities. Within the context of learning theory, this paper theorizes that some Collegiate Business School programs differ in their strength of support for entrepreneurial oriented millennials. An enhanced understanding of this influence may empower educators to integrate, where appropriate, program characteristics that reinforce latent entrepreneurial propensity, perhaps encouraging these individuals to continue rather than abandon their initial entrepreneurial predispositions. Suggestions are offered for future empirical testing of this proposal.

Evolving Entrepreneurial Universities: A Bibliometric Analysis

Sandhya Balasubramanian, *University of Massachusetts Lowell*
Steven Tello, *University of Massachusetts Lowell*
Yi Yang, *University of Massachusetts Lowell*

Research on entrepreneurial universities as a key driver of innovation and economic growth has witnessed increasing interest in recent years. The study aims to review the current state of research on entrepreneurial universities. Employing both the co-citation and bibliographic coupling approaches, we review and analyze 178 scientific articles published in refereed journals over the 27 years (1983 – 2016), our study advances the understanding of the entrepreneurial university literature by identifying the core domains and their intellectual structures, as well as establishing current and emerging trends.

PDW: 10:15am - 11:45am in (Hartwell)

Open Education Resources: What, Why, and How

Elizabeth Siler, *Worcester State University*
Miriam Plavin-Masterman, *Worcester State University*
Vicki Gruzynski, *Worcester State University*

Have you heard about Open Education Resources (OER) but aren't quite sure what they are or how to use them? Are you using open resources now and would like to do more? This session is appropriate no matter your experiences so far. In this workshop, we will answer these questions: What are open educational resources? Why should you--or anyone--use them? (Preview: there are benefits for faculty, students, and institutions.) Finally, how can you find and use high-quality materials? We will explain the adopt, adapt, create framework for incorporating OER into your course, present information and examples of the presenters' work in the first half of the session; the second half will be used for discussions based on participants' interests and needs.

OB: 10:15am - 11:45am in (LaSalle)

Team Processes

To Share Or Not To Share, It Depends On Member-Team Conscientiousness Fit

Guozhen Zhao, *Delta State University*
Holly Chiu, *Brooklyn College of City University of New York*
Hao Jiao, *Beijing Normal University*
Meng Yu Cheng, *Feng Chia University*
Ying Chen, *University of Illinois*

Drawing on research in person-team fit and similarity-attraction in personality, we examined the effects of the (in)congruence between a member's personality trait of conscientiousness and a team's composition of conscientiousness on the members' knowledge sharing behavior. We conducted two studies using data from Taiwan and the United States. Using the cross-level polynomial regression, we found consistent results showing that when a member and his/her team were congruent with conscientiousness, the member shared more knowledge with teammates. We also found that voice in team partially mediated the relationship between person-team fit in conscientiousness and knowledge sharing by using the block variable approach of mediation analysis. Our study demonstrated that in order to better understand the effect of personality (in our case, conscientiousness) on knowledge sharing in team settings, we need to consider member's personality and the ways in which the congruence and incongruence between the member and the team personality interplay.

Divergent: The Value Of Negative Affective Outliers In Teams

Rachel Carpenter, *Pace University*

Group affect has been defined without consideration of affective outliers and their impact on individual and team outcomes due to the emphasis of affective convergence and the benefits of teams with positive affect (PA). Group affect consists of four collective affective constructs including affective convergence, affective diversity (or divergence), emotional culture, and affective dynamism with most of the research focused on affective convergence such as emotional contagion (Barsade & Knight, 2015). As researchers and practitioners concentrate on PA, they risk dismissing the contributions of team members who are negative affective outliers (NAO), misunderstanding the individual outcomes of NAOs, and failing to capitalize upon affective divergence through intervention opportunities that could improve affectively divergent team outcomes. In particular, strengths-based interventions have the potential to positively impact individual well-being (Proyer, Ruch, & Buschor, 2013) and life satisfaction (Proctor et al., 2011) which, in turn, can improve work attitudes, behaviors, and intergroup relations.

12:00pm to 1:30pm Sessions

ELA: 12:00pm - 1:30pm in (Roger Williams)

Continuing Impact: Experts Share Classics

Play Cards to Uncover Assumptions – Behavior Mismatch (BARNGA)

C. Mellissa Fender, *Rutgers University - Camden*

Four Corners

Michael London, *Muhlenberg College*

The Tower of Team Power

Steven Meisel, *LaSalle University*
David Fearon, *Central Connecticut State University*

Corporate Level Strategy

Session Chair: Bonnie Rohde, *Albright College*

IPO Underpricing and Discretionary Investments

Juhi Bhardwaj, *Rensselaer Polytechnic Institute*
Joseph Cabral, *Rensselaer Polytechnic Institute*
Shyam Kumar, *Rensselaer Polytechnic Institute*

We study the relationship between initial public offering (IPO) underpricing and subsequent firm strategy. Utilizing prospect theory and the house money effect, we argue that managers of underpriced firms operate from a "gain" frame, and will engage in increased levels of investment into both R&D and SG&A. Using a sample of hi-tech firms that hold an IPO between 1990 and 2014, we find that the degree of underpricing positively impacts the levels of discretionary spending in the period after IPO. Further, we examine the extent to which this results in value creation or destruction for the firms. We find that firms that experience both high levels of underpricing and respond with high levels of investments hurt firm value as proxied by Tobin's Q. Through this work we highlight that feedback from the financial markets during the IPO process have real effects on firm strategy and ultimately firm value.

Stranger Knows Best: Corporate Venture Capital Investor and Third-Party Acquirers

Yi Yang, *University of Massachusetts Lowell*
Saira Latif, *University of Massachusetts Lowell*

Although the literature has theoretically pointed out both the financial and strategic implications associated with corporate venture capital (CVC) acquisitions, empirical research on this topic remains limited. Our study attempts to advance the understanding of this phenomenon by examining the market reactions to CVC acquisitions when different acquirers are involved (CVC investor acquirer vs. third-party acquirers). Specifically, we find the market reacts more positively to CVC acquisitions by third-party acquirers than by CVC investors. Furthermore, the findings show that the relationship between acquirer in-house R&D and market reactions to CVC acquisitions is moderated by whether CVC investors are the major investor pre acquisition.

Embryo Cases

TABLE 1
Discussant: Rebecca Morris, *Westfield State University*

The Tangibles vs the Intangibles

Eko Liao, *Hang Seng Management College*
Amy Wang, *Hang Seng Management College*

In the National Hockey League (NHL) there is a huge debate over how a coach should deploy his players. Should he use advanced statistical data to precisely determine who has the best chance of scoring? Or, should he use his personal judgement to see which players can provide an emotional spark? Which method is most likely to result in a win? In the context of the workplace, what is the role of tangibles versus intangibles? Should statistical data be used in processes that typically involve human judgement? If so, when and how should it be used?

Where do the Visually Impaired Belong in the Workplace?

Amy Wang, *Hang Seng Management College*
Eko Liao, *Hang Seng Management College*

Where do the visually impaired belong in the workplace? Two visually impaired individuals share their stories preparing for and entering the workplace. Although the government and certain non-profit organizations provide financial and social support for the visual impaired, misconceptions about the visually impaired and their abilities hinder their employment prospects. This case aims to highlight the challenges that the visually impaired face in their pursuit of a fulfilling professional life.

Physicians In The Cannabis Industry: Managing Tensions And Challenges In Professional Identity Commitments

Opal Leung, *St. Francis Xavier University*
Nicole Jackson, *Menlo College*

The legalization of cannabis has been controversial for many professional groups, such as physicians. Even though medical cannabis had been legal in Canada since 2001, many physicians in 2017 were still not comfortable prescribing it, mainly because there was not enough clinical evidence to support the use of cannabis in treating patients. However, there were medical clinics where physicians prescribed cannabis for common conditions such as pain and muscle spasms. The tensions that these physicians were facing were rooted in the conflicting values among the different groups that they served in their work environments. How did they manage the ethical dilemmas brought with this transition, especially if they conflicted with the views of their professional associations? What additional challenges did they face with the legalization of cannabis?

TABLE 2
Discussant: Miriam Weisman

Too Many Decorations

Elizabeth Siler, *Worcester State University*
Miriam Plavin-Masterman, *Worcester State University*

Anna works in a cubicle next to that of a longtime analyst, Amy, who decorates her cubicle for a holiday about once a month, even minor ones like Flag Day. The decorations are not only visually excessive; many of them include lights and/or sound, including ones that are activated by motion sensors. Not surprisingly, the constant sounds and motion are annoying for nearby employees, to the point of interfering with telephone conversations with other employees or clients. To further complicate matters, Amy tends to react strongly and defensively whenever someone disagrees with her, so the group has tacitly chosen to avoid the situation and find ways of coping with it. The authors plan to publish this short case as an open education resource and would like help writing a teaching note that will align with this goal.

The "Ghosts" on the Overnight Shift

Mark Promislo, *Rider University*

How can managers ensure that different groups of employees work together effectively, even when these employees never actually see each other? This is the challenge in a home improvement retail store in which an overnight shift of workers is wreaking havoc with the operation of the store. Ben, the store manager, must figure out how to ensure that the overnight workers are contributing to the success of the store, not threatening it.

Fake It 'Til You Make It: The Formation Of An Artistic Enterprise

Nathalia Munoz Balleros, *Universidad de Valle*
Monika Hudson, *University of San Francisco*
Lina Lucumi Mosquera, *Universidad de Valle*

A cultural arts organization, facing a funding challenge, is torn between staying true to its purpose or succumbing to financial pressures and ceding control as part of a joint venture that will enable them to receive their first national award.

TABLE 3
Discussant: David Desplaces

Ngo Strategy Formulation In An Uncertain Development Environment: The Akaa Project Options For Growth

Kimberly Ruegger, *Lesley University*
Kristine Kelly, *Endicott College*

The Akaa Project is an NGO that was started in the Eastern region of Ghana in 2008 by Lauren Grimanis, a student at the College of Wooster, OH. Lauren initiated the project after volunteering in Ghana in the summer of 2007 and witnessing the needs for elementary education and empowerment of local women in the village of Asiafo Amanfro. Through micro loans, partnerships, and individual donations, the Akaa Project has succeeded in building a six room school house; installing water and sanitary facilities; and empowering village women through employment and health guidance. Based upon non-profit strategies and the needs of the Asiafo Amanfro community, this case study seeks to find Akaa's best future growth strategies and the most feasible options available for financing.

Hero or bad employee? When to follow procedures

David Desplaces, *College of Charleston*

The Caring Place Assisted Living Center - To Buy and at What Price?

John Bunch, *Central Michigan Univ*

The Caring Place Assisted Living Center is a small resident care facility that is being considered for purchase by Shawn and John Bunch. The case focuses on whether this purchase is a good idea, what risks are associated with this deal, and what would be a reasonable offer for the business.

TABLE 4
Discussant: Steve Congden

The Highs and Lows of the Airbus A380

Steven Congden, *University of Hartford*

This case conveys the environmental factors underlying the original decision to design and build the Airbus A380 ultra-high capacity commercial airliner, as well as more recent factors potentially leading to ending its production. This case provides a basis for PESTLE analysis and Scenario Planning in identifying key drivers and how they interrelate to inform strategic decision making. The uncertainty and idiosyncratic nature of events that effect outcomes is also illustrated.

Medical Tourism: Antecedents and Consequences – A U.S. Perspective

Kaitlyn Bangert, *Albright College*
Huy (David) Tran, *Albright College*

This case study discusses the significance of medical tourism to the U.S. economy and highlights important causes and consequences of medical tourism from a U.S. point of view. Students will not only learn the impact of medical tourism on the U.S. international (service) trade, but they also understand essential advantages and disadvantages of traveling abroad for medical needs. This case most effectively supports teaching and learning practices in a number of undergraduate courses such as healthcare management, international business, strategic management, and international economics.

ECRS: 12:00pm - 1:30pm in (North Rose)

Global Perspectives on Governance

Female Directors and Corporation Diversification: Evidences from China

Zejiang Zhu, *Anhui University*
Weichu Xu, *East Stroudsburg University*
Chaolin Chen, *Xiamen Institute of Accounting*

More and more female directors are elected as the board member in Chinese public listed corporations. This common phenomenon has impact on different aspects of corporate behaviors. In this paper, we select a sample of public list Chinese companies from 2001 to 2010 to analyze how the female directors influence the corporation's diversification behavior. The study found that: (1) female directors significantly reduce corporation diversification; (2) after we classify female directors into independent directors and non-independent directors, we found predominantly non-independent female directors significantly reduced corporation diversification; (3) the results of further analysis revealed that women in key positions of directors (including the chairman and chief executive office) have the most significant impact in reducing the diversified of corporation compared with other factors. This paper studies the female directors' role in corporation's diversification which help us to better understand how different types of directors have influences on corporation diversification.

Corporate Governance (CG) And Intellectual Capital (IC): Evidence From Nigerian Higher Institution

Abdulazeez Abioye Lawal, *Lagos State Polytechnic, Ikorodu, Lagos, Nigeria.*
Waidi Adeniyi Akingbade, *Lagos State University, Ojo, Lagos, Nigeria.*
Abiodun Thomas Awoyemi, *Lagos State Polytechnic, Ikorodu, Lagos, Nigeria.*

Nigerian higher institutions are facing a number of challenges that border on corporate governance (CG) culture. This paper explores CG practices and retention of intellectual capital (IC) in a Nigerian higher institution. A combination of qualitative and quantitative research methods was employed. Content analysis of operational documents such as the enabling laws and policies of Lagos State Polytechnic, Lagos, Nigeria revealed the adoption of a number of CG practices, hence, there is the presumption that the relative peace and stability of IC in the institution are attributed to good CG practices. To empirically address this preposition, a self-administered questionnaire was distributed to some academic staff. Data generated were analysed by means of descriptive statistics.Findings confirmed sound CG practices and IC attraction of the Polytechnic. Hence, adoption of CG culture is recommended for Nigerian higher institutions. However, the need to improve on internal control and reporting system is also suggested.

OB: 12:00pm - 1:30pm in (LaSalle)

Leader Member Exchange

Antecedents And Outcomes Of Leader-Member Exchange (LMX): Competing Models

Or Shkoler, *Peres Academic Center*
Aharon Tziner, *Netanya Academic College*
Mariana Lebron, *Towson University*

The current research (Figure 1) examined the role of leader-member exchange (LMX) as a potential mediator between individual differences (of the worker) and job-related (and personal-related) outcomes. In addition, gender differences were investigated as well via multi-group moderation SEM. We conducted three studies (N1 = 245, N2 = 243, N3 = 350) in order to test the overall model and employed moderated-mediation analyses. The findings showed very interesting relationships, especially with regards to the differences between women and men. Important notions, recommendations and implications are discussed.

Are Basic Human Values Associated with Perceptions of Leader-Member Exchange?

Anu Vanska, *University of Oulu Graduate School*

This study looks at employees' values, and the ways these appear in their LMX perceptions by applying the framework of basic human values of Schwartz in the context of leader-member exchange (LMX) theory. Based on a literature review, specific hypotheses were developed and tested in a quantitative survey in a Finnish public sector organization. The current study provides further evidence on the role of values in an individual's attitudes and behavior on workplace, and specifically in the development of leader-follower relationships. The findings indicate that the theoretical discussion can benefit from turning attention to a more broad analysis of general life values – LMX relationships. Thus, this study extends work on superior–subordinate dyads and reveals potential new significant linkages between LMX and its antecedents. Further, these findings can help to improve practitioners´ knowledge of how to effectively lead and manage individual differences in organizations.

Explaining the Relationships between Leader-Member Exchange, Team-Member Exchange and Counterproductive Work Behavior: The Role of Work Engagement and Emotional Exhaustion

Mariana Lebron, *Towson University*
Filiz Tabak, *Towson University*
Or Shkoler, *Peres Academic Center*
Edna Rabenu, *Netanya Academic College*

In this paper, we develop and empirically test a model of antecedents of interpersonal and organizational counterproductive work behavior (CWB) specifying work engagement and emotional exhaustion as mediators of the relationship between leader-member exchange (LMX) and CWB, and between and team-member exchange (TMX) and CWB. Findings provide support for a positive association between LMX and TMX and for a negative association between work engagement and emotional exhaustion. Findings further show that the relationship between LMX and organizational CWB is partially mediated by emotional exhaustion, while the relationship between TMX and interpersonal CWB is partially mediated by work engagement. We discuss our findings and implications for research and practice.

PDW: 1:30pm - 4:45pm in (North Rose)

Structural Equation Modeling Workshop
Hosted by Dr. Larry Williams

EAM is pleased to host Dr. Larry Williams, director of survey research and methodology program and Donald and Shirley Clifton Chair of Survey Science and Professor of Management at University of Nebraska-Lincoln, College of Business, Director of the Consortium for the Advancement of Research Methods and Analysis (CARMA). For a bio and other information please see: https://cba.unl.edu/people/lwilliams/

CASE: 1:45pm - 3:15pm in (South Rose)

Developmental Cases

TABLE 1
Discussant: *Miriam Weisman*

Developing Launch Marketing Campaigns For An Entrepreneurial Venture: Crowdfunding, Online Publicity, And Social Ads

Heidi Bertels, *CUNY College of Staten Island*
Dan Zhang, *CUNY College of Staten Island*

Lammily was a successful startup company in the fashion doll industry founded in 2014 by Nickolay Lamm. Lammily produced realistically proportioned fashion dolls and accessories that reflected real life. The company's products promoted positive body image and reinforced diversity and acceptance. Lammily currently manufactured three average-sized dolls, a wheelchair for fashion dolls, and several accessories. These products had been marketed at launch using a mix of crowdfunding, online publicity, and email marketing. Nickolay had a few ideas for what products to develop next that could bring more realism into children's' play including, but not limited to, clothing outfits inspired by important women in history, figurines of shelter pets, and a sticker set with marks to turn Lammily dolls in dolls representing seniors. What launch marketing campaign should he develop for these new product ideas?

Should Justin's Sink Its Teeth in Sustainable Packaging?

Heidi Bertels, *CUNY College of Staten Island*

Justin's was an American brand of natural and organic nut butters and peanut butter cups founded in 2004 by Justin Gold. Justin's mission was to "provide delicious, high-quality fuel to everyone, whether they can afford it or not." The company was committed to "pay it forward" by supporting initiatives related to micro-financing and promoting awareness of severe hunger issues. Justin's was also deeply committed to sustainability by sourcing high-quality, local ingredients, simplifying the supply chain, and initiating environmentally-friendly office practices. However, its squeeze packs were non-renewable and landfill waste. In 2010, Justin's hosted the first-ever Sustainable Squeeze Pack Summit by bringing together retailers, manufacturers, packaging experts and industry thought leaders to discuss the state of the industry and how to collectively make progress in this space. How deeply should Justin's commit to testing different materials to develop a sustainable squeeze pack? Should Justin's consider diversifying in manufacturing sustainable packaging?

The Veteran and Security Research Consulting Inc.

John Bunch, *Central Michigan University*

The Veteran and Security Research Consulting Inc. focuses on transgender issues in recruiting and selection. In the case, a highly qualified candidate receives and accepts an offer for a desirable position in a research firm. The offer is rescinded after the hiring officer discovers she is transgender and about to begin sex reassignment procedures. Given the fact pattern of the case, students are asked to evaluate whether the company has legal liabilities and what course of action should be taken.

TABLE 2
Discussant: Rebecca Morris, *Westfield State University*

Motivating Your Work-Alone Employees

Glen Chen, *ASSA ABLOY Entrance System (Shanghai) Co.,Ltd*
Eko Liao, *Hang Seng Management College*
Louie Lv, *Shanghai Unviersity*
Amy Wang, *Hang Seng Management College*

XNT, a large-size Chinese company often sends employees to their construction location to manage and oversee the project process for a period of several months. However, motivating these employees has becoming extremely challenging because the construction location is often in poor environmental locations with rather low work and living situations. This case discusses one such situation from which one employee who was sent to a rural area in China found himself far-less prepared for everything he is facing. Solutions are raised to solve these situations and keep employees motivated.

Recognition and Leveraging Strength Increase Job Satisfaction

Louie Lv, *Shanghai University*
Eko Liao, *Hang Seng Management College*
Rita Zhang, *Shanghai University*
July Li, *Shanghai University*
Amy Wang, *Hang Seng Management College*

Recognition from a manager can encourage positive behavior and help promote long-term top performance of employees. This case describe how Louie, a manager in the sourcing department, has faced and solved challenges in leveraging three employees' strengths in order to achieve the best team and leadership outcomes. The situation is reflective of academic research that shows helping employees develop an already strong capability into an extraordinary one has greater impact on performance results than trying to turn a weak competency into just an OK one.

TABLE 3
Discussant: Steve Congden

The Case of Barry Murphy and MVR Publishing

Robert McGrath, *Lesley University*

This case study explores the organizational issues associated with employee selection, on-boarding, culture, conflict, power, and perception and attribution. The piece examines the four weeks of the protagonist's employment before being let go. The case is helpful to professors and students as a learning instrument in the area of Organizational Behavior and Organizational culture. Nine discussion questions proceed the case and can be used for classroom discussion or for reflective written responses.

Speaking up Too Loudly? The Mailing List Email

Rita Zhang, *Shanghai University*
Eko Liao, *Hang Seng Management College*
Sally Zou, *Shanghai University*
Amy Wang, *Hang Seng Management College*

T Lubricants is a large manufacturing company with three manufacturing plants. Plant Z is the oldest plant and is responsible for more than half of the total production. The case describes one complaint email sending out to everyone in the company and people's reactions and solutions.

What's Age Got to Do with It?

Sally Zou, *Shanghai University*
Amy Wang, *Hang Seng Management College*
Glen Chen, *Shanghai University*
Wing Tao, *Shanghai University*
Zhiyi Jiang, *Shanghai University*
Eko Liao, *Hang Seng Management College*

Sally, a young manager from a high-tech company, has been facing difficulties in managing a team with most people being older and having longer tenure than her. The case discusses how Sally has developed her leadership styles along the way in working with her team and finally made progress.

PDW: 1:45pm - 3:15pm in (LaSalle)

Impact: Making A Difference As A Business School Dean

Madan Annavarjula, *Bryant University*
Sylvia Maxfield, *Providence College*
Maling Ebrahimpour, *University of Rhode Island*
Jeff Mello, *Rhode Island College*

This session will consist of a panel of four experienced deans who will share perspectives on their decisions to move into deanships, including career paths, mentoring and ongoing professional development. Both common and distinct experiences will be discussed, shared, and contrasted, including, but not limited to, being hired internally versus externally, gender and diversity, managing relationships and stakeholders, survival strategies and finding and maintaining balance (and sanity) amidst the challenges and opportunities associated with the job. Ample time will be provided for question and answers.

Entrepreneurship: 1:45pm - 3:15pm in (Promenade)

Individuals and Teams

Are Entrepreneurs Different

Raymond VanNess, *University at Albany*
Charles Seifert, *Siena College*
Janet Marler, *University at Albany*
William Wales, *University at Albany*
Mark Hughes, *University at Albany*

The literature suggests that entrepreneurs are progressive, dynamic, and vital to economies and yet much remains unknown about them as individuals. Recognizing salient differences among individuals pursuing entrepreneurial activity is a crucial step toward understanding what drives entrepreneurs and provides a clearer picture of what distinguishes them from resolute employees. This study centers on gaining new understanding of individuals who pursue entrepreneurial activities on a full-time basis This knowledge offers the potential of providing enduring benefits to communities, governing agencies, educators, commercial lenders, as well as the entrepreneurs themselves. Our research builds on prior work but differs in that it factors heterogeneity of entrepreneurs in regards to the intensity of their time commitment. A new model is developed and Push Pull Motivation Theory is employed to distinguish Proactive and Reactive entrepreneurs. Proactive entrepreneurs differed significantly from their nonentrepreneurial counterparts within four psychological characteristics: openness, work centrality, self-reliance, and entrepreneurial self-efficacy.

Gender Differences And New Venture Performance

Mayank Jaiswal, *Rider University*

I compare the performance of female owned ventures with male owned ventures utilizing the confidential Kauffman Firm Survey data. Prior results are mixed with most studies showing female owned ventures underperforming relative to male owned ventures, however newer studies with more extensive controls seem to find no difference in performance. I use regression analysis, and find that there is no performance gap between male and female owned ventures. I further investigate whether the heterogeneous characteristics of male vs female owned ventures are related with disparate effects on survival and performance. Utilizing decomposition analyses, I find support for the aforementioned, owner characteristics such as work experience in similar industry, average hours worked and venture level characteristics such as technology level and incorporation status of the venture are related with a differential impact on new venture survival and performance. These findings have implications for policy makers and entrepreneurs alike.

Strategy & International Management: 1:45pm - 3:15pm in (Hartwell)

Institution & Control

Session Chair: Huy (David) Tran, *Albright College*

Fraud Risk Management Over Financial Reporting: A Contingency Theory Perspective

Ebenezer Lamptey, *Morgan State University*
Robert Singh, *Morgan State University*

Over the two decades, fraud risk management has become an integral part of managing organizations. The Association of Certified Fraud Examiners (ACFE) stated that typical organizations lose about 5% of their revenue to fraud each year. We have examined the role that contingency variables play in fraud risk management. We considered environmental uncertainties, organization strategy, and organization size and note negative effects on fraud risk management. We propose that organization strategy may have a positive or negative effect on fraud risk management. Using a prospector vs. defender strategy as a framework for our discussion, we argue that the prospector strategy is more likely to reduce the incidence of fraud reported in the financial statements. Following our conceptual propositions development, we discuss academic and practical implications and offer limitations and future research directions. Keywords: Fraud risk management, contingency variables, internal control

How Technology Is Changing Accounting Processes: Institutional Theory and Legitimacy Theory Perspectives

Afua Agyekum, *Morgan State University*
Robert Singh, *Morgan State University*

Given the ubiquitous use of accounting systems in organizations and the rapid advancement of technology, this paper considers how technology impacts accounting functions in the organization. Specifically, the paper considers whether organizations that change their accounting practices and systems are considered as legitimate in the society? The paper suggests that accounting systems provide a mechanism for the institutionalization of the organization and legitimacy in the sight of the society. Moreover, the paper indicates that technology has enhanced the effectiveness and efficiency of accounting systems in the organization. Through this, technology does not offer an alternative to accounting systems, rather, it gets institutionalized in the accounting field. Further, this paper concludes that changes in accounting systems in response to technology result in an increase in the role of accounting in providing legitimacy to the organization and as a mechanism of institutionalization. These increased roles lead to increased firm performance.

Intellectual Property Rights and Strategy: An Institutional Critique

Raza Mir, *William Paterson University*
Ali Mir, *William Paterson University*
Raja Nag, *New York Institute of Technology*

and the issues they raise for organizational theorists. We argue that the global regime of intellectual property rights (IPRs) now constitutes an "institution," in its representation to the world as a "truth." We uncover historical and theoretical ways in which such an institutional (and ideological) representation can be challenged. We argue that mainstream strategic management has become implicated in this institutionalization of IPRs, and offer a counter-theory.

Leadership: 1:45pm - 3:15pm in (Renaissance)

Leadership in Context

Addressing Challenges Of 'Bad' Leadership: Lessons From TMT Members

JoAnne Martinez, *Pace University*
Julia Eisenberg, *Pace University*

'Bad' leadership, often conceptualized as a negative or unethical approach to leading others, has been gaining increasing attention in the industry and in academic research. Top management team (TMT) members' leadership approach often garners attention from a variety of stakeholders due to their power to influence employees across the organization. Given TMT members' status, signifying their ability to address a variety of challenges, it is important to understand how they are affected by their encounters with negative and unethical leaders as well as how they react. We conducted semi-structured interviews with 15 executives who experienced negative or unethical leadership during their tenure on TMTs, getting a rare insight into their perceptions and behaviors. Our contribution is to analyze the effects of negative and unethical leadership on TMT members and to examine the mechanisms of TMT members' strategic responses. We include a discussion of implications for scholars and practitioners.

Dean Leadership Traits and Faculty Job Satisfaction

Tammy Campbell, *Eastern Arizona College*

Literature suggests that increasing faculty job satisfaction may help the organization improve performance. The academic college dean's leadership style correlates with faculty job satisfaction. This study purpose was to examine the relationship between perceived dean leadership behaviors and faculty job satisfaction. One hundred twenty-two faculty members from two public colleges evaluated their immediate academic deans' transactional and transformational leadership behaviors and gave a self-rating of overall job satisfaction. The Multifactor Leadership Questionnaire (MLQ-5X) was used to measure the leadership attributes while overall job satisfaction was measured using a multidimensional job satisfaction scale to establish quantifiable variables for statistical analysis. A multiple regression analysis supplemented the bivariate correlation analyses and showed that combined leadership attributes had a strong relationship with job satisfaction. This study may encourage the use of all transformational leadership traits and the transactional leadership trait, contingent rewards, to improve job satisfaction.

ELA: 1:45pm - 3:15pm in (Roger Williams)

Meet the Editors: Publishing in Management Teaching Review

Melissa Fender, *Rutgers University Camden*
Joe Seltzer, *LaSalle University (Emeritus)*
Tracey Sigler, *Northern Kentucky University*
Lisa Stickney, *University of Baltimore*

Have you created an experiential exercise that you would like to publish? Want to have a conversation about the process of review for publication? Would you like to be a reviewer? Come and meet several Associate Editors of the Management Teaching Review for an informal discussion.

3:30pm to 5:00pm Sessions

CASE: 3:30pm - 5:00pm in (South Rose)

Compact Cases with Instructor's Manuals

TABLE 1
Discussant: Miriam Weisman

Fanning the Firestorm: Addressing Stakeholder Outrage on Social Media

Kathryn Woods, *Austin Peay State University*
Eric Taylor, *Franke Coffee Systems North America*

This case explores the impact of stakeholder opinion expressed through social media on organizational decision-making by examining the social influence theory in addition to the nationally publicized coaching search conducted by the University of Tennessee's football program in the fall of 2017. After a disappointing season, Coach Butch Jones was terminated toward the end of the 2017 – 2018 season. When the university offered the job to Ohio State's defensive coordinator Greg Schiano, the fans quickly voiced their outrage concerning the candidate's character. This social media firestorm quickly received national media attention, leaving the administration wondering how much weight public opinion should carry in their hiring decision.

I Can't Believe Alex Posted That! Team Dynamics in an Online Environment

Caroline D'Abate, *Skidmore College*
Sara Pion, *Drift*
Lena Drinkard, *Skidmore College*

Set at an undergraduate college in the northern United States, this case follows the experiences of a team of students enrolled in an introductory business course. Tasked with developing a strategic plan for an actual firm in real time, the team presents itself as a relatively normal student project team – coping with issues of social loafing, goal incongruence, unshared norms, and questionable team cohesion during the semester. Even a faculty member who observed the team before their final presentation to a panel of business executives assesses them as "in pretty good shape". However, it's the screen shots of Tweets, texts, and group chats, as well as descriptions of their work on a shared document (e.g., Google docs), that show another story. The case ends with the business program's director reaching out to a grad school colleague who specializes in group and team dynamics to understand what went wrong.

It's Only Money

Nicole Bérubé, *Royal Military College of Canada*

This short case describes a situation where two parties to an employment contract have different agendas and make assumptions about the employment deal, with unfortunate consequences.

TABLE 2
Discussant: Heidi Bertels

Managing the Complexities of an IT Upgrade

Anurag Jain, *Salem State University*
Zaiyong Tang, *Salem State University*

This case focus on developing long term working solutions to managing the complexities of change in an IT upgrade situation where several IT applications and systems are connected and a change to one of the systems can disrupt the business. Mike, the Sr. IT Manager is faced with the daunting task to finding such a long term approach while appeasing clients, seniors and subordinates.

Strategic Investment vs Business Case: IT Infrastructure for a Healthcare Group Purchasing Organization

Jeff Moretz, *Fairfield University*

This case explores the business decision regarding infrastructure to support a new standard for data presentation and new capabilities for client institutions. The case presents a situation in which a traditional business case for action is unlikely to justify what is, in effect, a strategic decision about the direction of the company. Students are given opportunities to explore how to approach such project justification.

TABLE 3
Discussants: Margaret Naumes

Development of a Black STEM Solopreneur: Case A

John D. Varlaro, *Johnson & Wales University*
Ezenwayi C. Amaechi, *Johnson & Wales University*

Monroe's ability to freelance, or 'gig' in software has led to his establishment of Glenmore, LLC. Along with his entrepreneurship in software, he has worked to provide training to others in both entrepreneurship and software, which led to his founding a non-profit, LTED. However, LTED has just been offered an exceptional opportunity, which may now tax Monroe's time between both ventures. Monroe must decide if he can continue to split his time between both, or if he needs to be fully devoted to one or the other to ensure the success of either venture.

On Track or Off: Should This Afro-Colombian Company Contract or Expand?

Lina Lucumi Mosquera, *Universidad de Valle*
Monika Hudson, *University of san Francisco*

Two young Afro-Colombian entrepreneurs believe they can find a modicum of success in their country's health and beauty industry with an infusion of capital from their local bank and the creation of a creditor relationship with a major supplier. But is their attention misdirected – should they be focused on other finance-related issues and not just strategizing about how to deal with their obvious cash flow concerns? Students are asked to place themselves in the position of the young entrepreneurs as they examine their options.

PDW: 3:30pm - 5:00pm in (Hartwell)

Integrating Career Development into a Course Curriculum

Emily (Porschitz) Benson, *Keene State College*
Kathleen Johnson, *Keene State College*

This PDW explores the extent to which professors have a responsibility for integrating career preparation into course curriculum. Employers have high expectations for entry-level employees, and career development centers can't serve all students. Should professors help with career skills such as developing career focus, resume preparation and interview practice? If so, what are some effective ways of integrating this work into the curriculum. Participants will engage in these discussions and learn about a career focus activity that the authors have used effectively.

Entrepreneurship: 3:30pm - 5:00pm in (Promenade)

Intentions and Behaviors

Session Chair: George Moker, *Suffolk University*

Antecedents and Consequences of Early Entrepreneurial Behaviors: Planning, Action, and Inaction

Eun-Jeong Ko, *Fairleigh Dickinson University*
Johan Wiklund, *Syracuse University*

Despite the extensive research on business planning, this research stream has not sufficiently considered what the alternatives to planning might be. Particularly in nascent firms, we suggest that taking other startup activities and being inactive should be discriminated as alternatives of planning because the two have different implications on performance, potentially blurring the performance implications of business planning. In this paper, we investigate the antecedents of the different entrepreneurial behaviors (i.e. early planning and early actions) and propose that people with advanced education tend to engage in early planning. On the other hand, entrepreneurs with more experiences are more likely to engage in early action but less likely to engage in early planning. We also argue for positive performance implications of early actions as well as early planning. Examining a panel of 343 nascent entrepreneurial firms over a period of six years, we find that our hypotheses are largely supported.

Effects Of Context On The Entrepreneurial Intent Of Female Students From The United Arab Emirates

Veselina Vracheva, *North Central College*
Ali Abu Rahma, *North Central College Abu Dhabi University*
Briseidy Andrade, *North Central College*
Paul Jacques, *Rhode Island College*

Entrepreneurship is a key driver of economic development, but for many reasons concerning the conditions in which entrepreneurial activity emerges, women are less likely than men to start-up a business. This study investigates the effects of contextual factors on the entrepreneurial intent of female students from the United Arab Emirates. We utilize aspects of the Theory of Planned Behavior to address this issue. We focus on social norm and behavioral control influences and find that prior and current family business exposure to entrepreneurship do not affect the entrepreneurial intent of female students from the UAE; however, the family affects entrepreneurial intent via the family norms. More exposure to business classes and the subjective norms from the university are not significant predictors of entrepreneurial intent in the present study. We also find that the perceived behavioral control is the strongest contextual predictor of entrepreneurial intent in the sample studied.

Intention To Leave Self-Employment: A Comparison Of Business Owners And Independently Self-Employed

Nicholas Beutell, *Iona College*
Jeffrey W. Alstete, *Iona College*
Joy A. Schneer, *Rider University*
Camille Hutt, *Temple University*

This paper examines individuals who want to leave self-employment to work a 'regular' job for someone else. We compare business owners and independently self-employed that intend to leave self-employment (Leavers) with those who desire to remain self-employed (Stayers). The analyses used data from a national probability sample (n = 738 self-employed), the 2008 National Study of the Changing Workforce. Work, health, work-family, and satisfaction variables differed for four groups (Owner Stayers, Independent Stayers, Owner Leavers, and Independent Leavers) controlling for demographic and personal variables. Implications and directions for future research are discussed.

ELA: 3:30pm - 5:00pm in (Roger Williams)

ELA Best Exercise Nominees

Negotiation Experiential Activities

Stakeholders and Business Strategy: A Role-Play Negotiation Exercise

Catherine Giapponi, *Fairfield University*
Jeffrey Moretz, *Fairfield University*

Consideration of the interests of stakeholders as well as the potential impact of stakeholders on company decisions provide critical insight into dimensions of strategic decision making that may be overlooked using traditional strategy frameworks. Using a case based on a manufacturing company's deliberation of a decision to offshore the manufacturing of its core products, this exercise exposes students to a variety of stakeholder perspectives through a role-play negotiation exercise. Students adopt the roles of top management, labor/employees, local suppliers, customers, city manager/local community, environmental activists, and shareholders. The negotiation activity is designed to raise student awareness of the importance of stakeholder analysis in the strategic decision-making process.

A Hog Farm for S-Burg? An Interactive Town hall Negotiation Simulation and Teaching Plan

Jason Laubach, *Shippensburg University*
Cody Olson, *Shippensburg University*
Nathan Goates, *Shippensburg University*

This negotiating exercise simulates a municipal governance meeting where the sole item on the agenda is the question of the construction of two large "hog barns" on a piece of farm property not far from the municipal center. Negotiation roles include three township supervisors (think city councilmen), the property owner (the lessor), the hog-farming businessman (the lessee), and more than a dozen other roles ranging from concerned citizen to environmental activist to rival developer. The exercise is designed as an end-of-course activity in a negotiation course--an opportunity to see and practice the portfolio of skills developed throughout the semester. This document includes a teaching plan, 15 unique roles, and two additional generic roles for additional students.

MED: 3:30pm - 5:00pm in (Renaissance)

Student Engagement (or not) Through Technology

Session Chairs: Pauline Stamp, *Hartwick College* & Ted Peters, *University of Baltimore*

Antecedents to Trustworthiness, Satisfaction, and Potency in Ad Hoc Face-To-Face and Computer-Mediated Teams

Paul H. Jacques, *Rhode Island College*
John Garger, *The Science Survival Academy*
Leslie P. Filippelli-DiManna, *Rhode Island College*

The purpose of this paper was to test a model linking individual perceptions of mood, trust, satisfaction, and potency in face-to-face and virtual reality teams. Results indicate that the model is valid in both conditions but that perceptions of each construct were higher in the face-to-face condition. Mood was found to significantly correlate with perceptions of benevolence, integrity and ability in the virtual reality team condition only. The implications of this research includes an understanding that trust in teams operate similarly in both types of student teams even though perceptions are lower in a leaner medium communication mode. Instructors should be aware that teams may need more support when operating virtually and may benefit from some face-to-face interactions before interacting in a virtual reality team.

Truth or Consequences: A Fallout of Group-hate

Pauline Stamp, *Hartwick College*
Theodore Peters, *University of Baltimore*
Andrew Goryckia, *Hartwick College*

Management students are indoctrinated into group project contexts early in their academic management careers, learning the "benefits" of group process, group communication, and group productivity. Many students, however, also learn they do not like group work and develop negative attitudes defined as Group-hate (Sorensen, 1981, p. 169). Recently, the authors observed such students coopting an electronic collaboration-facilitating platform. Students used Google Docs to collaborate but not to communicate. The "team" was unable to adapt when one member missed their presentation. Despite having the missing group member's electronic materials, each individual was conversant only with his/her project material. To help prevent similar dysfunctions in future projects, the authors now discuss this communication-collaboration dichotomy in their introductory classes. The authors also recommend further exploration of document sharing behavior, with its positive and negative impacts on student learning outcomes, to help instructors convince all students, to fully communicate and to not just collaborate.

5:00pm - 6:00pm in (North Rose)

All Conference Welcoming Reception

Please join us for conversation at our reception, catch up with old friends and meeting new ones. Hors d'oeuvres will be served.

CASE: 6:00pm - 8:00pm in (South Rose)

CASE Networking/Meeting

This event is open to all CASE members. CASE membership can be purchased for $25 online while registering for the conference or at the registration desk upon checking in. You must wear your badge with CASE membership designation for the social.

6:00pm – 8:00pm in (North Rose)

Fellows Dinner (Invite Only)

The Fellows dinner is an invite-only event.

ELA: 7:30pm - 9:30pm in (Roger Williams)

ELA Social (Members Only)

This event is open to ELA members. Wear your ELA ribbon to this event!

FRIDAY, MAY 4TH

Continental Breakfast
7:30am – 8:30am in Conference Foyer

The CASE Journal Editorial Board Meeting (Invitation Only)
7:30am – 8:30am in South Rose

Conference Registration
8:00am – 2:00pm in Conference Foyer

Conference Exhibitors
8:00am – 5:00pm in Conference Foyer

Refreshment Break
10:00am & 2:30pm in Conference Foyer

Conversation & Collegiality
8:00pm – 11:00pm in Hilton Providence Restaurant

8:30am to 10:00am Sessions

8:30am - 10:00am in (LaSalle)

EAM International Conference 2019 Croatia Preview

Joy Schneer

Come learn about EAM International. EAM sponsored the first Managing in a Global Economy conference in Tilberg, Netherlands in 1985. The success of the first EAM-I conference led to a series of bienial international conferences organized by EAM in partnership with local host universities in locations around the world. Conferences have been held in varied locations, including Berlin, Singapore, Cape Town, Rio de Janeiro, Bangalore, Sevilla, Lime, and, most recently, Gold Coast, Australia. The EAM-I Conferences are a source of international collaboration and learning among academics and practitioners.

Knowledge Management

Human Capital Meta/Mega-Competency And Global Leadership

Eric Kessler, *Pace University*

Leadership is a perennially important activity insofar as leaders exert asymmetrical influence on organizational processes and outcomes. Whereas much has been written about the subject, exploration into higher-order integrative 'meta'- or 'mega'-competencies is emerging but underdeveloped both in terms of a) what these precise competencies are and b) how to synergistically incorporate and deploy them. In this paper we consider the intersection of leadership and global talent management (GTM) from an organizational wisdom (OW) based lens to address both of these aforementioned descriptive as well as prescriptive issues. Specifically it speaks to: 1) the nature and importance of modern leadership, 2) the supply and demand for wisdom across its foundational dimensions, 3) the conceptualization of global leadership wisdom as a meta/mega-competency or 'talent', 4) the intersection of global leadership wisdom talent with core HR practices, and 5) some key issues along with their potential implications for future research.

The Knowledge Based View Of The Firm: An Assessment

Raza Mir, *William Paterson University*
Mohammed Abdul Nayeem, *ICFAI Business school*
Babita Srivastava, *WPU*

The knowledge-based view of the firm has gained currency in organizational theory since the 1990s. In this paper, we evaluate it in a historical perspective, and suggest that the new theories of the firm as a receptacle of knowledge emerged in the context of the intensified knowledge communication within organizations in the early 1990s, and organizational practices that appropriated public property through the regime of intellectual property rights. We contend that organizational theory and practice are both in a state of dynamic mutual interaction, with theory often playing a lagging role. In other words, organizational actions precede, and are retroactively described (and legitimized) by theoretical developments. We subject knowledge-based theories of the firm to scrutiny, and conclude that they resort to simplistic definitions of knowledge. Using information from other social sciences, we identify facets of knowledge that need to be considered in order to make our theories more meaningful.

Knowledge Management Paradigms, Philosophical Assumptions: An Outlook On Future Research

Isabel Rechberg, *The City University of New York- College of Staten Island*

This study informs knowledge management (KM) research assessing the philosophical assumptions and paradigms that have formed around the discipline. Reviewing positivism, critical realism, interpretivism or constructivism, and pragmatism the researcher suggests to draw on constructivism to inform KM theory. Moreover it is suggested that a mixed methods approach is the most suitable to engage in research around KM so that a flexibility can be maintained that will allow for an open minded approach to detecting what KM is and how knowledge can be managed.

Entrepreneurship: 8:30am - 10:00am in (Promenade)

Social Entrepreneurship and Sustainability

Session Chair: Veselina Vracheva, *North Central College*

A Nested Logics Analysis of Clean Technology in Washington State

Meghan Kallman, *UMASS Boston*
Scott Frickel, *Brown University*

Using the rollout of smart meters, this paper introduces the concept of "nested" institutional logics to explain innovation in Washington state's electrical power field. Marshalling data from fifty-two key informant interviews and extensive document analysis, we analyze the institutional processes that are producing new ideas and technologies, with particular attention to why and how public organizations so heavily shape innovation outcomes in this context. We argue that nested institutional logics create specific constraints and opportunities that condition the emergence of new organizational forms and behaviors; in our case, individual utilities interact within a state-wide logic of collaboration which, in turn, is shaped at the national level by ideas and networks that promote innovation as an aspect of governance and developmentalism. We discuss the implications of this study for research and policy.

Exploring The Determinants Of Performance For Social Entrepreneurship Organizations

Olugbenga Adeyinka, *Morgan State University*
Robert P. Singh, *Morgan State University*
Susan D. Baker, *Morgan State University*

Much of social entrepreneurship literature has been focused on definitional debates about the social entrepreneur. Previous research has failed to provide an explanation for factors which affect the performance of social entrepreneurs. This paper highlights Cognitive moral development (CMD) as a variable which influences organizational structure. CMD explains how organizational structure develops. Organizations at low levels of moral development are characterized by tight controls, high emphasis on authority relationships, and centralized decision making (Reidenbach & Robin, 1991). In contrast, organizations at higher stages of moral development allow more employee freedom and discretion. The type of organizational structure that develops in turn influences the financial performance that social entrepreneurship organizations record and the social impact that they achieve.

Sustainability and Empowerment in Social Enterprise: The WaSH Context

Yaeli Foint, *University of Massachusetts Boston*

Access to potable water and sanitation facilities is more relevant now than ever and will continue to be a critical issue in the future. Hundreds of organizations have emerged to address the WaSH (Water, Sanitation, and Hygiene) challenge. Limited attention has been given to WaSH from an organizational perspective; in particular, the characteristics that make implementing organizations and solutions sustainable. This work examines organizational and solution sustainability in the social entrepreneurship model from an empowerment lens. By merging research from the natural sciences, international development, and organization studies, this work contributes to a more effective evaluation of WaSH initiatives and a more comprehensive understanding of the role of empowerment in organizations.

ELA: 8:30am - 10:00am in (Roger Williams)

Workplace Environment Experiential Activities

Perspectives and Strategies in Confronting Workplace Harassment

Jeff Mello, *Rhode Island College*

Workplace harassment has taken center stage in both corporate America and politics in recent months. Many high-profile cases have been reported in the media with significant associated consequences for individual careers and organizational images. How best to address and prevent ongoing harassment is a real and ongoing concern in all industries and organizations. This exercise will allow individuals to better understand how they perceive harassment as well as develop impactful strategies for addressing workplace harassment.

Civil Obedience: A Multiple Session, In-Class Exercise

Lisa Stickney, *University of Baltimore*
Theodore Peters, *University of Baltimore*
Melissa Fender, *Rutgers University, Camden*

It is fairly common to hear faculty complain about student behavior in the classroom (Hill, 2017). These complaints often use words like 'rude' and 'unprofessional.' Some faculty even put a statement of expected behavior on their syllabi. However, often the problems persist. In our session, we present a simple but effect method of gaining student acceptance of professional behavior in the classroom, and of the consequences for unprofessional behavior.

What's Up With Pat Connors? A Role Play Exercise in Communication and Conflict Management

Filiz Tabak, *Towson University*

This paper describes the development and implementation of a role play exercise to help students understand conflict management and supportive communication at an applied level. The role play activity aims to bridge the gap between concepts and practice and to enhance students' self-awareness of their own preferred conflict management and communication styles. I propose an interactive format for sharing the activity with the audience where session attendees will participate in the role play in three member groups (two players, one observer). Observers will provide feedback to the players and to the audience and the audience reaction will be evaluated through debriefing questions.

HRM: 8:30am - 10:00am in (Renaissance)

Workplace Uncertainty

Session Chair: Claudine SchWeber, *University of Maryland University College*

Uniting Man, Machine, and Work

Sjoerd Peters, *Saxion University of Applied Sciences, TechYourFuture*
Kristy McGovern, *Saxion University of Applied Sciences*
Nikita Simon, *Saxion University of Applied Sciences*
Stephan Corporaal, *Saxion University of Applied Sciences, TechYourFuture*

The fourth industrial revolution will rapidly and drastically change the content of work within the technical sector. This requires new competences from technical staff, which through research so far have only been described in very abstract ways. In the first study, we asked employers in the technical sector to indicate which competences they believe to be the most important for the technician of the future. In the second study we asked technicians to materialize these competences and explain what they require from employers to show these competences. The results show that employers are searching for technicians that are extraordinarily talented in expert knowledge, remarkably focused towards accuracy and take a proactive approach to their work. The technicians describe aspects of the competencies that are related to functioning in an ambiguous environment with ever changing priorities. Technicians therefore need a work environment and work content that constantly challenges them to learn.

Organizational Socialization and Demographic Imbalances: The Effects of Cultural Dissimilarity

Louis Hickman, *Purdue University*
Mesut Akdere, *Purdue University*

Many STEM industries are white male-dominated. However, increased diversity can provide competitive advantage to organizations in these vital industries because they become more adaptive. Individuals are attracted to similar others, inhibiting efforts in organizations attempting to overcome demographic imbalances by increasing their diversity. Organizational socialization, the process by which newcomers gain the knowledge necessary to perform their roles, is problematic for diverse individuals entering homogeneous workgroups because insiders exhibit similarity-attraction tendencies. We identify and describe unrecognized mechanisms that inhibit the socialization of diverse individuals, namely, that diverse newcomers face increased levels of uncertainty and their speed of uncertainty reduction is slowed due to misinterpretations by insiders regarding newcomer proactivity. To help organizations better integrate diversity, we identify empathy and formal mentoring programs as moderators that mitigate the negative impact of dissimilarity on newcomer socialization. The theoretical model helps organizations socialize diverse individuals, which may help overcome the STEM talent shortage.

CASE: 8:30am - 11:45am in (South Rose)

Symposium: Compact Cases Hackathon

Compact Cases in Three Parts

Rebecca Morris, *Westfield State University*
Gareth Bell, *Emerald Group Publishing*

Writing compact cases can be challenging—how do case writers provide sufficient information to permit the analysis of an issue in only 1,000 words or less? Is it possible to write something that is still engaging in this compact form? The focus of this session is to provide tips and suggestions for successfully writing, teaching and publishing compact cases. Basic tenets of case writing will be covered while emphasizing the unique aspects of compact cases. This session will be open to all participants and those who attend will develop basic case writing skills while gaining tips for keeping the case short and tightly focused.

10:15am to 11:45am Sessions

PDW: 10:15am - 11:45am in (Promenade)

Fellows Session - New Wine in New Bottles: Why Should Behavioral Economists Have All the Fun?

David Fearon, *Central Connecticut State University*
Steven Meisel, *LaSalle University*
Dilip Mirchandani, *Rowan University*
Joan Weiner, *Drexel University*

Economic, social, and technological disruptions and discontinuities continue to unfold at a rapid pace and the search for appropriate responses, especially with respect to education in general and higher education in particular, is becoming increasingly urgent. Management education has attempted to reinterpret theory in these changing contexts. However, it is necessary to examine which theoretical strands, if any, remain relevant in the foreseeable future and how these might be recast for effective communication and ongoing engagement in processes of adaptive assimilation. The workshop invites management educators to wrestle with these and related meta-issues.

Join us in exploring the following three big questions:

1. Why are the management and organizational behavior theories not keeping pace with new ways of organizing and working?
2. How do we overcome resistance from others and ourselves to the new ideas that are actually informing work at this moment?
3. What are some completely new ways of thinking about organizational behavior and management that are not in even the best of text books and journals?

ECRS: 10:15am - 11:45am in (Williams)

ECRS Montage

Mapping Climate Justice

Julia Puaschunder, *Columbia University, The New School Department of Economics, Schwartz Center for Economic Policy Analysis*

Adding onto contemporary climate fund raising strategies ranging from emissions trading schemes (ETS) and carbon tax policies as well as financing climate justice through bonds as viable mitigation and adaptation strategies, climate justice is introduced to comprise of fairness between countries but also over generations in a unique and unprecedented tax-and-bonds climate change gains and losses distribution strategy. Climate change winning countries are advised to use taxation to raise revenues to offset the losses incurred by climate change. Climate change losers could raise revenues by issuing bonds that have to be paid back by taxing future generations.

Deinstitutionalizing a Dominant Logic: The Emotional Side of Sensemaking and Sensegiving

Amanda Moss-Cowan, *University of Rhode Island*

Institutional theory has recently begun to explore the emotional side of agency, particularly in processes of deinstitutionalization. This paper brings a sensegiving and sensemaking perspective to these concepts, asserting that institutions comprise both cognitive and emotional content, and that sensegivers deploy institutional elements strategically to shape their targets' emotional investment in change projects. Empirical data is used to theorize how the emotional components of institutional elements might be deployed as part of the actor's toolkit. The context is a qualitative case study examining discourse around 'sustainable seafood' between industry actors and environmental non-governmental organizations (ENGOs). These findings extend existing theorization of how institutions and sensemaking interact to show first, that these effects exist on an emotional plane as well as a cognitive one, and second, that organizational actors do not merely encounter these catalysts, they deploy institutions strategically in their sensegiving efforts to bring about institutional change.

OB: 10:15am - 11:45am in (LaSalle)

Environmental & Organizational Influences

Faculty and Staff Perceptions of Value: A Qualitative Approach to Identifying Institutional Influences

Celia Cameron, *Cabrini University*

Current higher education research explores everything from learning outcomes and classroom technology to shared governance and administrative/faculty dynamics. There is little, if any, research about organization-based self esteem (OBSE) within this industry and how to leverage its benefits to improve faculty and staff retention and engagement. This qualitative study presents a theoretical model of OBSE institutional factors developed from semi-structured interviews at a small, liberal arts university. Using the Gioia coding method, three key factors influencing OBSE were identified: position ignorance, recognition source, and intergroup relationships. Though OBSE research establishes recognition source as a known variable of perceived value, this paper proposes two new impact sources of position ignorance and intergroup relationships. By finding ways to improve employee OBSE, higher education institutions can create a more engaged population with improved culture.

The Impact of Strengths on Work Engagement: The Make Rhode Island Stronger Initiative

Kathi Lovelace, *Menlo College*
Kevin Lo, *University of San Francisco*
Kevin Cooper, *Leadership Rhode Island*
Jane Parent, *Merrimack College*

We analyzes the Make Rhode Island Stronger initiative, which involves the efforts of Leadership Rhode Island and thousands of Rhode Islanders to transform individuals, communities, and companies through adopting a strengths-based philosophy and building on the states' strengths. The impetus for this initiative was Gallup data showing that Rhode Islands' percentage of actively disengaged employees was the highest in the nation and the state ranked sixth lowest on actively engaged employees. We report on outcomes of the initiative, which include significant changes in workplace engagement. We provide an example of a state-wide initiative that positively shifts work engagement through the practice of recognizing one's own strengths and the strengths of others. We also add value to our understanding of how strengths-based leadership can be appreciated at all levels of the organization and to show that positive psychology and a positive, strengths-based approach in the workplace benefits individuals and organizations.

MED: 10:15am - 11:45am in (Renaissance)

Leadership and Management Education in the 21st Century

Session Chair: Theodore Peters, *University of Baltimore*

An Empirical Analysis of Student Learning in a Capstone Business Simulation

Jeffrey Alstete, *Iona College*
Nicholas Beutell, *Iona College*

This study examined student outcomes based on participation in an undergraduate collegiate capstone business strategy and policy course. Variables included external learning assurance measures, internal simulation performance, gender, academic major, course grade, and cumulative grade point average. Learning assurance scores strongly predicted simulation performance. Simulation performance predicted capstone course grade, which, in turn, was significantly related to GPA. Significant differences for gender and degree major were found for performance measures.

Transforming Graduate Education: Developing Leaders for the 21st Century

Kenneth Rhee, *University of Wisconsin-La Crosse*
Tracey Sigler, *Northern Kentucky University*

What would a graduate program look like if it's purpose was to create leaders? How and what would we teach? How and what would students learn? How would students work together? What would be the role of the faculty? This paper describes the creation and delivery of a graduate program that develops students as transformation leaders. Alumni of the program share the impact the program has had on their lives.

PDW: 10:15am - 11:45am in (Hartwell)

Meet the Journal Editors Panel Discussion

Priscilla Elsass, *Editor-in-Chief of Organization Management Journal*
Lisa Stickney, *Associate Editor of Organization Management Journal*
Shanthi Gopalakrishnan, *Editor-in-Chief of the South Asian Journal of Business Studies*
Jeanie Forray, *Editor-in-Chief of the Journal of Management Education*

The 'Meet the Editors' session will consist of a face-to-face session with editors from three quality journals - *Organization Management Journal*, *South Asian Journal of Business Studies*, and *Journal of Management Education*. The editors will explain each journal's mission, editorial process, recent submission trends, and other topics of interest for potential scholars looking to publish their work in the journal. This session aims to help prospective authors understand what it takes to get manuscripts published, why manuscripts may be rejected as well as ask questions to the journal editors.

ELA: 10:15am - 11:45am in (Roger Williams)

Supply Chain and Product Development Activities

Introduction to Global Supply Chains: A Mapping Exercise

Laura D'Antonio, *George Mason University*

Understanding where and how things are made is often an eye-opening experience for undergraduates. In a freshman course entitled Business and Society, students participate in an experiential learning activity to better understand global supply chains and their potential challenges. This exercise introduces the idea of global supply chains in a visual way by plotting the supply chain of a simple product on a world map. Though a seemingly simple exercise, it slows down learning and allows for more fundamental understanding of the topic. The learning activity provides a basis for a broader discussion about ethics and social responsibility in supply chains. It also integrates basic ideas of globalization and its challenges. The exercise was adapted from a National Geographic teaching and learning project. Pedagogically, this is a low stakes, in-class exercise that supports a more complex graded assessment and sets the stage for a deeper discussion of suppliers as stakeholders.

Building Product and Service Lines

Christina Tupper, *North Carolina A&T University*

A sustainable business is not built around a singular product or service but rather a comprehensive idea. An integral part of building a sustainable business is developing cohesive product and service lines. This paper introduces an in-class exercise where students "build" a product or service line, with the help of Legos, in order to further develop their future-oriented decision making.

11:45am - 1:00pm in (North Rose)

Networking Lunch (All Conference)

Come join colleagues and friends for EAM's Networking Lunch. Discuss research topics, meet up with old friends, or make new ones!

CASE: 1:00pm - 2:30pm in (South Rose)

Cases with Instructor's Manuals

TABLE 1
Discussant: David Desplaces

The Trials and Tribulations of MPH Inc.

Mayank Jaiswal, *Rider University*
Robert Maxwell, *MPH Inc.*

Robert Maxwell is the founder owner of MPH Inc., a sub contract manufacturer. He is 67 years old, and the business has taken a turn for the worse over the past couple of years. Losses are mounting since clients have started moving business off shore to Chinese SCMs, who have much lower costs than the US SCMs (including MPH). In light of these developments, Robert is at a crucial juncture, he has to decide whether to keep the business running, close it down, merge/be acquired by a competitor, innovate on the business model or do something else.

When a No is not a No: Acquisition of Time Warner Cable

Radharao Chaganti, *Rider University*
Mayank Jaiswal, *Rider University*
Rajeshwararao Chaganti, *Temple University*

Time Warner Cable [TWC] turned to Comcast as the white knight in 2014 and invited the company to make a friendly acquisition offer after TWC rejected multiple bids from the smaller cable TV company Charter Communications. Comcast obliged, but the merger proposal was rejected by federal authorities due to regulatory issues in 2015. Players in the broadcast and cable TV industry have been attempting mergers and acquisitions during the past few years for diverse reasons, e.g., to consolidate for scale, to access and leverage new technologies, and also importantly, to influence future industry shifts. This case focuses on attempts by Charter and Comcast to acquire TWC. In 2015 after termination of the Comcast-TWC deal, the ball was in Charter's court, Charter had a few options to choose from: raise its earlier bid, or match Comcast's bid, or bid lower than Comcast, or maybe, make no bid at all.

To Do Or Not To Do: Stratasys Considers HP's Partnership Offer

Robert Gallagher, *University of St. Thomas (Minnesota)*
Rosemond Desir, *Florida Atlantic University*
Lumina Albert, *Colorado State University*

Scott Crump, inventor of the 3D printing technology and founder of Stratasys, considers a partnership offer from HP. Crump has fostered a culture of innovation and employee empowerment within the company. As a result, the company has thrived and has attained a top-notch position as a benchmark brand in the industry. However, a lack of product awareness for the benefits of 3D printing seems to prevent not only Stratasys but also the industry from growing to its full potential. HP's size and reputation could help Stratasys not only to capture more market share, but also develop more visibility for the 3-D printing industry, Crump's lifelong dream. Conversely, declining the HP offer could result in HP collaborating with a competitor or developing its own product. Torn between the advantages and risks presented by the HP partnership proposal, Crump must decide whether to accept or reject the proposal.

TABLE 2
Discussant: John Bunch

The Growth Challenge: Adjusting The Marketing Communications Mix To Scale A Startup

Heidi Bertels, *CUNY College of Staten Island*

Lammily is a fashion doll startup in its third year of existence which produces realistically proportioned fashion dolls. The company was launched in 2014 by Nickolay Lamm using crowdfunding. As his company offerings grew, Nickolay experimented with best practice marketing approaches for the fashion doll industry such as trade shows and a TV commercial. However, these techniques failed to lead to significant new customer growth. In the meanwhile, he watched how Mattel changed its marketing approach for Barbie to also target Lammily's niche market of millennial parents. Mattel launched the "You Can Be Anything" campaign and introduced Barbie dolls featuring multiple body shapes, skin tones, and hair dos. Why was industry best practice not working for Lammily? What should Lammily's marketing communications mix look like in order to reach new customers more effectively and how could he do so with a budget much smaller than his established competitors?

The Influence of Emotional Intelligence and Organizational Climate on Decision Making at TechCo

Tonya Gander Ensign, *emagine, llc*
Camelia Fawzy, *University of Maryland*

This case describes a business situation at TechCo, a global, growth-stage company in the energy sector. It provides a foundation for rich discussion of potential topics such as organizational behavior, leadership, strategy, international business, culture and others. In the case, TechCo's executive team faces a series of challenging decisions related to their flagship product, the Model 4500. The Model 4500 was invented by the company, and because it is a new-to-the-world, disruptive technology, TechCo's engineers are continually learning about the performance of the product through field testing and data collection at customer sites. Just when a big sale allows a foothold in the Central American market, new test data reveals the product may not perform as specified and the executive team must decide how to proceed. The accompanying instructor manual and literature review focus on the influence of emotional intelligence and organizational climate on decision making at TechCo.

Pacific Market: Invest, Sell, or Stay the Same?

Julia M. Delves, *Sonoma State University*
Adele Santana, *Sonoma State University*
Armand Gilinsky Jr., *Sonoma State University*

Based in Sonoma County, California, Pacific Market was acquired from its founders in 2014, at which time it was a floundering upscale regional supermarket chain. Using skills acquired from turning around failing tech startups, new owner Vasu Narayanan was able to stabilize Pacific Markets and somewhat stanch negative cash flows. Vasu pondered whether to try to sell Pacific Market to another local chain, hire a fresh management team to return the firm to a growth trajectory, or create a path to eventual employee ownership. In any event, a consultant to Vasu insisted that major investments were necessary to grow store volumes by 50 percent from 2018-2021. The case includes data on the U.S. grocery industry and local competition, and regional demographic forecasts through 2022. The case can be used as a graduate level group project in Strategic Management.

TABLE 3
Discussant: Kathlyn Woods

The AACSB Self Study Process

Devi Akella, *Albany State University, GA*

This case study revolves around a business college interested in seeking AACSB accreditation in the future. The Dean of the college invites an accreditation specialist for a period of 45 days. The accreditation specialist initiates an internal self-study process. The self-study process generates data pertaining to mission and strategic plan of the college, qualifications of faculty and staff, tenure and promotion policies, teaching loads and pedagogies used by the faculty, advisement policies and other additional information. The accreditation specialist now needs to determine where the college stands on the fifteen standards of AACSB.

Building and Leading a Cultural Enterprise. Martin Guitar and C. F. Martin IV in 2018

Roland Kushner, *Muhlenberg College*
Samuel Thompson, *Muhlenberg College*

Martin Guitar -- more formally, C. F. Martin & Co., Inc. -- is a globally-known manufacturer of guitars and guitar strings, located in Nazareth, Pennsylvania, a small town in the Lehigh Valley of Eastern Pennsylvania. In 2016, Martin Guitar had 4 million in revenue, 1,110 employees in Nazareth and Mexico, a highly regarded brand name, and a profound influence on American and global music dating back to the mid-19th century. Since 1986, Martin Guitar has been led by sixth-generation C. F. Martin IV (Chris). The musical instrument marketplace is always evolving as tastes and technologies bubble up. Manufacturing technology has had to adapt. Old competitors have fallen, and new ones have emerged. With assistance from his customers, his Board, and the Martin Guitar labor force, Chris faces the latest examples of a continuing series of challenges that he has navigated.

Can Uber Sustain Its Competitive Advantage in the U.S. Dynamic Environment?

Huy (David) Tran, *Albright College*
Megan O'Brien, *Albright College*

Uber had grown its business very quickly and offered ride-sharing services in more than 550 cities in over 66 countries worldwide. Besides important opportunities that came from the digital platform economy in general, Uber had been facing critical challenges inside out: from potential stringent regulations lobbied by traditional taxi companies, the emergence of other fast-growing transportation network companies (TNCs) in the U.S. like Lyft, to the internal counterproductive corporate culture and human resource management issues. The most critical issues facing Uber's top management team (TMT) included: (1) how should Uber strategically position itself in app-based ride-sharing industry and successfully differentiate itself from other TNC rivals, and (2) what should Uber do to improve its internal organizational culture to be not only able to retain talented employees but to effectively support its strategic positioning as well?

Strategy & International Management: 1:00pm - 2:30pm in (Hartwell)

Corporate Governance and Strategic Choices

Ideological Leanings And Entry Mode Strategy: An Organizational Political Ideology View

Randika Eramudugoda Gamage, *The University of Texas at El Paso*

The study of underlying mechanisms leading to entry mode decisions made by organizations is a popular stream of research among strategy scholars. However, higher order constructs such as organizational ideology have been largely ignored in favor of a focus on singular organizational entities and factors. In this paper, we attempt to highlight the importance of ideological leanings, resulting from the collective ideological output of employees, in an organizational setting. We aim to accomplish this by utilizing organizational political ideology construct and how it can potentially influence a firm's strategic decision making in way of entry mode choices. We propose that organizational political ideologies can manifest in entry mode decision making, where conservative leaning organizations will favor low-control entry modes. In addition, we also explore the moderating roles of CEO tenure and the governance quality, in influencing ideology related outcomes. Theoretical and practical implications of these arguments are also discussed.

Board-Performance Linkage Revisited: A Relational Pluralistic Perspective

Zhu Zhu, *Montclair State University*

This paper seeks to shed light on current corporate governance research by paying nuanced attention to latent board characteristics and obtaining a more comprehensive understanding of the board-performance relationship. I adapt and develop a relational pluralistic view of the board to tactfully incorporate important latent board characteristics, while at the same time, builds upon existing dominating theoretical frameworks such as agency theory, resource dependence theory, and upper echelons theory. Using a more inclusive perspective via a relational lens also provides a much needed response to address the lack of consensus about the relationship between key board characteristics and firm performance. The propositions in this study have potential significance to the literature on board and performance linkage, and could steer future research towards a more interdisciplinary approach to include important theories that were overlooked.

The Roles of CEO Work Experience and Franchising System in Organizational Adaptation

Jaeyoung Kang, *Iona College*

This study aims to improve our understanding of the roles of CEO work experience and the franchising system for successful organizational adaptation. This paper argues that that CEOs' organizational tenure before and after their CEO appointment can influence their ability to formulate effective strategies to adapt their organizations to rapidly changing environments. The research also posits that chains can use the franchising system as a mechanism that facilitates the chain-level adaptation to an environment by implementing suggestions from franchisees. The results of this study show that CEOs' prior experience in the focal firm before their appointment has a positive effect on chain performance, but CEO tenure after their appointment does not influence chain performance. The results also indicate that CEOs' tenure before and after their CEO appointment have positive interaction effects with the adoption of the franchising system on the chain performance. The implications of these findings were discussed.

OB: 1:00pm - 2:30pm in (LaSalle)

Positive and Negative Influences in OB

Session Chair: Filiz Tabak, *Towson University*

How Traditional Gender Roles Hurt Both Women And Men: Negative Processes And Outcomes In Mixed Gender Negotiations

Zeynep G. Aytug, *California State Polytechnic Univ. Pomona*
Tuvana Rua, *Sacred Heart University*
Lianlian Lin, *California State Polytechnic Univ. Pomona*
Nirmal K. Sethia, *California State Polytechnic Univ. Pomona*
Hector R. Flores, *California State Polytechnic Univ. Pomona*

Responding to the call for an investigation on the traditional gender role orientation as a predictor of gender differences in negotiation (Mazei et al., 2015), we present two studies investigating the function of traditional gender role endorsement in negotiations. Based on the social role theory (Eagly, 1987) and role congruity theory (Eagly & Karau, 2002), we argue that, in mixed gender negotiations, endorsement of traditional gender roles will have an association with the subjective negotiation outcomes (hurting both genders) and economic outcomes (hurting women). Based on the gender role conflict theory (O'Neil et al.,1995), we argue that the dyadic relationship conflict will mediate both of these relationships. We present empirical support for these arguments and discuss the theoretical and practical implications for both genders.

Exploring the relationship between job satisfaction, employee engagement, OCB and intention to quit

Keerti Badkhane, *Shailesh J. Mehta School of Management, Indian Institute of Technology Bombay*
Shivganesh Bhargava, *Shailesh J. Mehta School of Management, Indian Institute of Technology Bombay*

Job satisfaction has been found to be positively related to organizational citizenship behavior (OCB) and negatively to intention to quit (ITQ). Evidences also suggest that job satisfaction enhances feelings of obligations, to which employees reciprocate through positive behaviors and intentions. The paper therefore, attempts to examine the mediating effect of employee engagement on relationship of job satisfaction with OCB and ITQ. Junior and middle level executives (N= 80) working in different private and public sector organizations and prospective managers (Master of Business Administration students) (N= 129) participated in the study. Analyses of data showed full mediating effect of engagement on relationship between job satisfaction and OCB, and no mediation effect on relationship between job satisfaction and ITQ. Findings made significant contribution to the literature and have been discussed with implications. Practitioners can increase OCB of satisfied employees by providing job and environment factors that have potential to increase employee engagement.

IDEA: 1:00pm - 2:30pm in (Promenade)

Idea Incubator Session 1

Group 1: Social

Implications of Social Class Differences in the Undergraduate Management Classroom
Miriam Plavin-Masterman, *Worcester State University*
Leslie Campbell, *Southern New Hampshire University*

Improving Performance Outcomes for Students from Lower Socioeconomic Backgrounds: Does Classroom Engagement Impact Performance for These Students?
Pamela Derfus, *St. Thomas Aquinas College*

Income Inequality and Propensity to Trust: A Complex Relation
Konrad Jamro, *University of Massachusetts Dartmouth*

Mental Toughness in Non-Leadership Contexts Predicts Leadership: Empirical Evidence and a Theoretical Model
Matthew Jarman, *Virginia Military Institute*

Group 2: CSR

The Time's Up Movement: How do we measure a positive impact in the workplace?
Minnette Bumpus, *Bowie State University*
Debra Salsi, *Springfield College, Wilmington Campus*

"Mindfully Green": Cultivating the Sustainability Mindset through Contemplative and Art-Based Practices
Charlie (Chulguen) Yang, *Southern Connecticut State University*

Group 3: News

PESTEL LIVE: Using the Stategic News Watchboard to Build Strategic Awareness
Richard Linowes, *American University*

Controversial Issues and Other Fake News
Gerry Cleaves, *Fairleigh Dickinson University*

ELA: 1:00pm - 2:30pm in (Roger Williams)

Leadership and Followership Experiential Activities

Exploring Implicit Followership Theories: An Experiential Exercise

Melanie Robinson, *HEC Montréal*

Perception is an important topic incorporated into many courses focused on organizational behavior. Among the many concepts that may be covered within this theme are cognitive schemas, which may be described as mental models, or knowledge structures, that we develop of how things are (e.g., Fiske & Linville, 1980). To help students learn about this topic, I present an experiential exercise in which participants engage in an activity centered on implicit followership theories, which reflect "individuals' personal assumptions about the traits and behaviors that characterize followers" (Sy, 2010, p. 73). In the exercise, participants are asked to complete a questionnaire, in which they rate a series of items – drawn from the literature on follower prototypes (e.g., Sy, 2010) and role perceptions (e.g., Carsten et al., 2010) – with respect to the degree to which they feel each item reflects a follower. A group reflection and plenary discussion follow.

Favorite Experiential Learning Activity: The Music of Leadership

Michael London, *Muhlenberg College*

The best Leaders find creative ways of sensing the character and flow of their followers, making subtle interventions that build community and call people to action. Music is a useful metaphor for leaders as they can view complex phenomena as musical attributes such as melody, harmony, dynamics, tempo, and rhythm. In this experiential activity I will engage participants as an improv orchestra, and explore bringing out the available talent and evening the playing field so that all can meaningfully participate. We'll also see the impact of adding a "conductor" and how interventions make for effective leadership in meeting the needs of players and audience. Note to participants: please bring something that makes a pleasing sound to the session.

2:45pm to 4:15pm Sessions

OB: 2:45pm - 4:15pm in (LaSalle)

Examining OB Through OT

Session Chair: Laurie Levesque, *Suffolk University*

Long-term Contracts and the Motivational Force of a Noteworthy Award

Long Wang, *City University of Hong Kong*

Although agency theory predicts that a guaranteed, long-term contract lead to reduced effort and performance, psychological approaches to a contract suggest that guaranteed, generous compensation and a noteworthy award can still effectively motivate people because they need to maintain a positive self-image. We tested these contrasting predictions in two methodologically complementary studies. Study 1 analyzed archival data on contracts, salaries, awards, and individual performance in the National Basketball Association (NBA). The results supported agency theory: players generally exhibited performance declines in the year after signing a guaranteed, multi-year contract, but not in randomly selected non-contract years. In addition, however, both the receipt of a noteworthy award and salary were positively related to players' post-contract performance, particularly scoring, with performance awards displaying a stronger positive effect on performance increases. Study 2 replicated the effect of awards in a controlled laboratory experiment that also identified self-motivation as the effect's underlying mechanism.

Multiple Realities Of Meritocracy In Business Higher Education

Keshav Krishnamurty, *University of Massachusetts Boston*

Under a meritocratic system, elites are selected and socialized to believe that they have earned their status and associated rewards rightfully, through a combination of their knowledge and effort in a purportedly just system. As such, practices of ranking, judging, selecting and anointing individuals have become commonplace across the workplace and in education. I examine the case of business higher education in particular, and one particular instance of its internationalization in seeking to improve our understanding of meritocracy. I study how meritocracy acts and is acted upon by the various human, non-human and non-corporeal actors that support it. Using the concepts of multiplicity and ontological politics from Mol(1999), I seek to understand the multiple realities of meritocracy in business higher education. I aim to show how one ontology (state of reality) of meritocracy is codependent on and coexistent with another ontology of meritocracy, effectively creating multiple levels of meritocracy.

CASE: 2:45pm - 4:15pm in (South Rose)

Symposium: Hackathon Meet Up and Debrief

Rebecca Morris, *Westfield State University*
Gareth Bell, *Emerald Group Publishing*

Hackathon participants will receive feedback on their Compact Cases (developed in the morning session) and make plans for next steps. The goal is to for each small group to have actionable steps to take to lead to publication of the Compact Case.

Entrepreneurship: 2:45pm - 4:15pm in (Promenade)

Psychology and Environment

Session Chair: Pamela Adams, *Seton Hall University*

Psychological Ownership and Sensemaking in Non-Equity Crowdfunding

Muharrem Huvaj, *Suffolk University*
Aron Darmody, *Suffolk University*
Robert Smith, *Suffolk University*

This qualitative study of crowdfunding backers gathered data from interviews with backers and online backer comments spanning over three years during and after the crowdfunding campaign for a virtual reality platform on Kickstarter. We show that backers can develop psychological ownership of a crowdfunded venture, despite the lack of an equity stake. The acquisition of the venture by Facebook after the successful completion of the crowdfunding campaign led to a public outcry that is indicative of a reversal of psychological ownership. We illustrate how sensemaking within the backer community can mitigate such negative reactions over time and help sustain the multifaceted nature of the crowd as a resource not only for funding, but also for sustained product development feedback and brand evangelism. Our findings highlight the need for further research on the enduring yet changing relationship between backers and the crowdfunded venture that transcends the crowdfunding campaign period and scope.

Entrepreneurial and Business Failure in Agribusiness: Evidence from an Emerging Economy

Henry Adobor, *Quinnipiac University*

Entrepreneurship and new business development hold considerable promise for economic development and upward mobility, especially in emerging economies. Understanding failure of new businesses and entrepreneurship would go a long way in avoiding failure and promoting the success of new business development in emerging economies. Using qualitative data from interviews, we identified reasons for the failure of a group of entrepreneurs associated with a novel agribusiness activity in an otherwise, economically attractive market. The results of our study show that the lack of a clear understanding of the production model, the tendency to copy from each other led to the creation of the joint agency that tied the collective fate of a group of entrepreneurs together. This sort of herd mentality and behavior led to a premature closure of experimentation and individual learning that may have improved the chances of success. We discuss the policy and research implications of the paper

ELA: 2:45pm - 4:15pm in (Roger Williams)

Strategy Experiential Activities

Development of Student Management Teams through Strategy

Noel Criscione-Naylor, *Stockton University*
Tara E. Marsh, *Stockton University*

Team development has become a competitive workplace strategy to propel organizations into the future. As a result, educators must strive to create real-life experiences inside the classroom to prepare students to actively engage and contribute to a team supporting organizational strategy. Although forming groups or teams in the classroom is a common practice, the authors have developed this into an innovative task by creating more ways to link the creation of Student Management Teams to critical workplace considerations such as culture, skills and values, and the strategic process. This exercise was created for use in an undergraduate capstone course in which students learn the process of strategy in the creation of their Student Management Team through the identification and evaluation of organizational assets, self-critique, and organization culture. This paper provides details to facilitate Student Management Teams through strategy with objectives, teaching notes, and debrief.

Using the card game San Juan to teach Strategy Concepts: An Experiential Learning Activity

Miriam Plavin-Masterman, *Worcester State University*
Elizabeth Siler, *Worcester State University*

We used an existing, award-winning cooperative card game to help students in an undergraduate Strategy class learn about role selection and path dependence, important elements of competitive positioning. The card game San Juan focuses on the importance of dynamic competitive conditions, role selection, and path dependence as part of its gameplay. What a player does to win depends in part on what the other people playing do as well. We provide an explanation of the game, with particular emphasis on the importance of role selection and path dependence, along with suggestions for how to debrief it. The exercise provides an opportunity for students to understand implications of choosing to do one thing instead of another, based on what your competitors are (or are not) doing.

Leadership: 2:45pm - 4:15pm in (Renaissance)

Studying & Teaching Leadership

A Lexical Study of Effective Followers in Two Languages

Melanie Robinson, *HEC Montréal*
Kathleen Boies, *Concordia University*

Using a lexical approach, we investigated prototypes of effective followers in the French and English languages. Sample of English-speaking (N = 623) and French-speaking (N = 514) participants rated a series of adjectives as per the degree to which each reflected an effective follower (for English-speaking respondents) or a subordonné efficace (effective subordinate, for French-speaking participants). The data were factor analyzed using principal components with varimax rotation. Two factors emerged from the French-language dataset – capturing being hard to get along with (labeled Intentional Incivility and Lack of Competence) and being easy to get along with (named Considerate Gentleness). Factors from the English-language dataset were termed Knowledge and Good Judgment and Serenity. While many of the dimensions bear similarity to the literature, several interesting differences emerged. Our research contributes to the growing literature on follower prototypes by suggesting that the dimensions underlying implicit followership theories can vary across languages.

The Leadership Challenge: 'Managing the Unexpected'

Claudine SchWeber, *University of Maryland University College*

In 2012 a warning: "[Events] in the global economy have proved that many of our leaders are ill-equipped to deal with and manage crises" . This warning was issued in the Financial Times by Professor David DeCremer of Cambridge University(De Cremer, 2012) referring to the business community's poor reactions to the varied crises of the previous 5 years. So, how are we doing? Is DeCremer's warning being heeded? The focus of this research is twofold:1) to identify the critical resilience and continuity areas that must be an integral and dominant part of a business culture and operations; 2) to examine whether business schools are integrating crisis management in some of their graduate coursework.

Facilitating Leadership Development through Peer Coaching

Matthew Eriksen, *Providence College*
Sarah Collins, *Providence College*
Bailey Finocchio, *Providence College*
Julian Oakley, *Providence College*

We present a peer coaching process that facilitates students' leadership development, as well as develops their ability to effectively coach others. Peer coaching was employed in an undergraduate and MBA Self-Leadership course. In these courses, students coached one another on their preparation for, engagement in and reflection upon developmental, experiential-learning opportunities that they participated in during the semester. Students received training on how to coach, materials to support their coaching, and developmental peer feedback. Student feedback on their experience supports that engaging in peer coaching facilitated their personal development and developed their abilities to more effectively coach others.

HRM: 2:45pm - 4:15pm in (Hartwell)

Work-Life Balance, Engagement, & Conflict

Session Chairs: Tonya Gander Ensign, *Emagine LLC* & Aimee DuVall Phelps, *University of Rhode Island*

Meaningfulness of Work and Family in Working Parents as a Predictor of Work Family Balance, Enrichment, and Conflict

Sydney Reeves, *Montclair State University*
Margaret Toich, *Montclair State University*
Quinn Knudsen, *Montclair State University*
Azucena Perez, *Montclair State University*
Alexandra Lawlor, *Montclair State University*
Jennifer Bragger, *Montclair State University*
Eugene Kutcher, *Rider University*

There are arguably great benefits when employees experience a sense of purpose or meaningfulness in their work. The current study examined whether felt meaningfulness of work predicts one's tendency to manage work/life outcomes. Via survey methodology, 386 participants reported the sense of meaningfulness they derived from their work and from their family responsibilities. Analyses explored how individuals' ratings of work and family meaningfulness, as well as the similarity of these perceptions with those of their spouses/partners, affect Work Family Conflict, Balance, and Enrichment. Results showed that meaningfulness of work and family significantly affected work family outcomes. Furthermore, bigger differences within the individual's areas of meaningfulness predicted less balance and enrichment. Bigger differences between spouses with respect to perceptions of work meaningfulness predicted less enrichment while perceptions of family meaningfulness predicted more enrichment and less conflict. Additional detail about sub-factor dimension effects, as well as practical and theoretical implications, are provided.

Does Working at Home Adversely Impact Your Career? Toward Understanding Career Outcomes and Contextual Effects

Timothy Golden, *Rensselaer Polytechnic Institute*
Kimberly Eddleston, *Northeastern University*

Although flexible work programs such as working from home continue to proliferate, research investigating the potential career consequences of these work modes is surprisingly limited. This study therefore integrates career theory with the work-at-home literature to investigate the effects of working from home on career success. Using a matched sample of employee data combined with corporate provided career outcomes, we first compare career outcomes of traditional and work-at-home employees, and then investigate among a group of work-at-home employees the relative effects of this work mode on career outcomes. Results indicate that compared to traditional workers, working from home has potential career consequences in terms of salary but that it does not affect promotions, and that the extent of working from home has a significant impact. Moreover, results show that the work context plays an influential role, indicating the need for more refined studies encompassing an even wider range of considerations.

Otherwise Engaged: The Effects of Individual and Spouses' Work and Family Engagement on Work Family Outcomes

Alexandra Lawlor, *Montclair State University*
Azucena Perez, *Montclair State University*
Quinn Knudsen, *Montclair State University*
Margaret Toich, *Montclair State University*
Sydney Reeves, *Montclair State University*
Eugene Kutcher, *Rider University*
Jennifer Bragger, *Montclair State University*

Employee Engagement is described as the amount of focused psychological, physical, and affective energy that an employee contributes at work. Although it is widely known to have positive outcomes for the individual and the organization, is it possible for there to be too much of a good thing? The current study investigates one of the primary determinants of work engagement (meaningfulness of work), and the role of each dimension of Engagement (dedication, vigor and absorption) in predicting Work Family outcomes. As new contributions to the body of research, we explore the differences within individuals in how their engagement in the work domain versus their engagement in the family/home domain influences work family outcomes, and how an individual's perceptions interact with his/her spouse's perceptions in influencing conflict and balance. Results show that meaningfulness predicts engagement, that absorption may have negative consequences, and that cross-spouse differences in engagement predicts work family conflict.

4:30pm – 5:30pm in (North Rose)

Awards Ceremony

Join us as we recognize the recipients of our annual EAM awards.

5:30pm – 6:30pm in (Foyer)

Presidential Reception

Please join us following our Awards Ceremony for conversation at our reception. Heavy hors d'oeuvres will be served.

CASE: 7:45pm - 9:00pm in (South Rose)

Getting Published in Case Journals

Rebecca Morris, *Westfield State University*

The session is lead by Dr. Rebecca Morris, current editor of The CASE Journal (TCJ), and will focus on understanding the scope, aim and differences between TCJ and various peer-reviewed case journals including outlining the process and success factors that would lead to publication.

PDW: 7:45pm - 9:30pm in (Roger Williams)

Mid-Career & Senior Faculty Consortium

Mid-Career and Senior Faculty Consortium

Dale Finn, *University of New Haven*
Joe Seltzer, *La Salle University (Retired)*
Joan Weiner, *Drexel University*
Shanthi Gopalakrishnan, *New Jersey Institute of Technology*

Abstract: The intent of the consortium is creating a space for open and frank conversation of special interest to EAM participants. After an opening about confidentiality, we will invite participants to choose a topic and join a conversation/community. We expect that there will be different issues: Mid-career faculty may want to talk about, "What do I want to do with the next 20 years of my career?" or "Do I want to try administration?" Senior faculty may talk about "How do I stay current in my field" or "When should I retire?" or "What will I do when I retire?"

SATURDAY, MAY 5TH

Continental Breakfast
7:30am – 8:30am in Conference Foyer

Track Chairs Breakfast (Invitation Only)
7:30am – 8:30am in Hartwell

EAM Business Meeting (All Invited)
11:00am – 12:00pm in South Rose

8:30am to 9:45am Sessions

ECRS: 8:30am - 9:45am in (Renaissance)

CSR & Sustainability

Corporate Sustainability as a Strategy-making Process

Seray Ergene, *University of Massachusetts Amherst*

This paper brings together Strategy-as-Practice and Corporate Sustainability literatures to study the interrelationships of social, economic and environmental dimensions of sustainability. Drawing on an analysis of a strategic change initiative at a large fashion company, and with the intellectual resources from Actor-network Theory, I develop a process model and advance intervening as a conceptual tool to help unpack the processes of how sustainability is done in organizations. Through a narrative case study, I show that the work of sustainability is carried out by four specific processes, each concerning the relations of the natural environment and human organizing: visualizing, committing, drifting-navigating, and informing. While visualizing process involves intra-organizational practices, the other three concern macro-processes of production conditions in the industry and consumption habits of society. By illustrating how these four processes are assembled through various micro-practices, I re-frame corporate sustainability as a strategy-making process for the well-being of people and nature.

Do Acquiring Firms Maintain Targets' Superior CSR and Remedy Targets' CSR Problems?

Gunae Choi, *Manhattan College*
Tae-Nyun Kim, *The College of New Jersey*

We study whether acquiring firms' managers are likely to maintain (support) or dismiss the target's superior CSR and whether they are likely to remedy or disregard the target's CSR problems in the post-acquisition process. We hypothesize that acquirers pay selective attention to the targets' CSR dimensions (community, diversity, employee, environment, and product) and they prefer to dismiss the target's superior CSR in community, diversity, and employee dimensions, whereas they are likely to maintain (support) targets' superior CSR in environment and product dimensions in favor of potential financial benefits. We also hypothesize that they are likely to disregard or overlook the targets' CSR problems in all five CSR dimensions, which carry over to the combined firm in the post-acquisition integration process. Using a sample of 456 acquisition cases in the U.S. market in 1995-2010, we confirmed our hypotheses.

HRM: 8:30am - 9:45am in (Roger Williams)

HR in a Global Environment

Session Chair: Aimee DuVall Phelps, *University of Rhode Island*

Religious Manifestation Effects on Employers' Selections

Said Al Riyami, *Sultan Qaboos University*
Rawia Ahmed, *University of Texas at El Paso*

Although we know much about the selection of new candidates in the workplace and although interviewing is one of the most prominent selection tools worldwide, very little is known about candidates selection tools the in Muslim dominated countries like the Middle East. We are particularly interested in uncovering employers' preferences when hiring candidates of differing religions. In our exploratory study, we use evidence from Omani and Egyptian samples to find out whether candidates' religion has any effect on their selection for jobs in the Middle East. We are interested in seeking feedback primarily for our methodology inclusive of design, independent variable manipulation, and analysis techniques. Likewise, we would welcome inputs on theories we might have missed when developing "the causes" of certain preferences. Finally, we aim at discussing the theory behind our argument for our extended study, and listen to discussions in regards to how the theory is received.

Foreign Locals: Myth or Reality

Farida Saleem, *University of Lahore, Gujrat Campus*
Saqib Hayat, *NUML*
C Gopinath, *Suffolk University*

Multinational corporations depend predominantly on staff from the country where their international operations are, yet there is scarcity of international business literature which target towards these employees. The literature has referred them as "host-country nationals" (HCNs) this label gives them an individuality that is strongly related to the culture of their home country. Caprar (2011) identified these HCN's as foreign locals. The purpose of this study is to examine the impact of four cultural dimensions on employee's perceived performance and innovativeness and how the foreign locals influence this impact as a moderator. Data were collected from Pakistani employees working in one Pakistani and one Norwegian Based MNE. SEM technique using MLE was used for data analysis. Results show that foreign localness moderate the proposed relationships. These relationships are less-stronger and/or insignificant for Pakistani employees working in Pakistani organizations and are significant and/or more-stronger for Pakistani employees working in Norwegian MNE.

IDEA: 8:30am - 9:45am in (South Rose)

Idea Incubator Session 2

Group 4: IP/Tech

Improvising Institutional Change: How IBM accidently changed the computer industry
Michael Lewis, *Assumption College*

Qualitative Research On A Case Study Of Uber
Sunyu Chai, *University of Massachusetts Boston*

Institutionalizing The Creation Of New Meaning From Nonsense: A Garbage Can Model Of Transformational Organizational Change
Heidi Bertels, *CUNY College of Staten Island*

Riding the Waves of Change: Expanding the Reach of the Global Sports Industry
James W. Fairfield-Sonn, *University of Hartford*

The Halo Effect Generated by the Involuntary Turnover of Predecessor CEOs and its Effect on the Tenure of Successor CEOs
Jonathan Sales, *Bentley University*

Group 5: Entrepreneurship

Angel Investor Personality and Motivations in Entrepreneur Evaluation
Kevin Taylor, *DePaul University*

Exploring Long Term Ventures in the Smart City Entrepreneurial Ecosystem
Bonnie Rohde, *Albright College*

Beyond Entrepreneurship: Recognizing the Entrepreneurial Arc
Pauline Assenza, *Western Connecticut State University*

Being Similar or Being Different? Paradox of Nascent Entrepreneurial Firms
Eun-jeong Ko, *Fairleigh Dickinson University*

Idea Incubator Session 3

Group 6: OB

Negotiating for the Minimum or the Maximum
Patrizia Porrini, *Long Island University-Post Campus*
David Jalajas, *Long Island University-Post Campus*

Feminism and Well-Being of Working Women in China
Jiyun Wu, *Rhode Island College*

Opting Out: Stories of Women Left Corporate Leadership in Mid-Career
Robin Frkal, *Assumption College*

Demystifying Gender Bias Intensity in Service Based Organizations
Noel Criscione-Naylor, *Stockton University*
Jane F. Bokunewicz, *Stockton University*

Group 7: LDR

The Antecedents and Outcomes of Shared Leadership: A Conceptual Review
Louis Hickman, *Purdue University*
Mesut Akdere, *Purdue University*

Transformational Leadership and Positive Work Outcomes: A Framework Exploring role of LMX and Distributive Jutice
Ankur Nandedkar, *Millersville University of Pennsylvania*
Roger Brown, *Northwestern Oklahoma State University*

When in Rome, do as the Romans do? Addressing challenges of global leadership during the socialization process
Julia Eisenberg, *Pace University*

Group 8: LDR

Analysis of the Motivation Theories in Management Discipline: Learning, Motivation and Self-Determination Theory
Mirann Benke, *University of Pécs*

Innovation Strategy
Mirann Benke, *University of Pécs*
Roland Schmuck, *University of Pécs*

OB: 8:30am - 9:45am in (LaSalle)

OB Processes

Session Chair: Laurie Levesque, *Suffolk University*

Impact Of Diverse Owner Team Characteristics On New Venture Survival

Mayank Jaiswal, *Rider University*

New venture failure is an important yet understudied phenomenon. I propose that same industry work experience and completion of a degree over and above the years of education attained, impact new venture survival. I utilize the typology developed by Harrison and Klein, 2007 (H&K) to analyze the impact of diversity in same industry work experience and education of the owner operator team on the survival of new ventures. Utilizing the confidential Kauffman Firm Survey data, an 8 year panel of new ventures, I find that same industry work experience of owners positively correlates with venture survival. Further, I discover that it is the attainment of a degree and not the years of education that is correlated with venture survival. I also find that diversity in education reduces the probability of survival however, same industry work experience diversity has no such impact. Finally, educational diversity is correlated with survival non-monotonically.

Untangling Task Conflict-Performance Relationship over Time: A Complexity Perspective

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

Strategic decision-making is characterized by novelty and uncertainty; a feature that is captured by complexity of the task. Literature investigating team processes in strategic decision-making argue that decision quality and ultimately team performance can be improved through conflict and debate about ideas and alternatives. However, results have been inconclusive and recent calls suggests focusing on the role time plays in team interactions. In this paper, we bring together intra-team conflict and task complexity and explore their temporal dynamics. Despite its earlier conceptualizations, we argue that task complexity is not a constant characteristic, rather it changes with time. As such, the positive utility of task conflict must depend on when it occurs during team interactions, i.e. when task complexity is at its highest. We contribute to the literature by showing when conflict in team interactions can benefit strategic decision-making, and challenging an assumption that is oft made in the literature.

9:45am to 11:00am Sessions

IDEA: 9:45am - 11:00am in (South Rose)

Idea Incubator Session 4

Group 9: Higher Education

Two Way Communication to Encourage Culture of Compliance
Stephanie Suerth, *University of Maryland, Baltimore*
Susan Buskirk, *University of Maryland, Baltimore*

Bringing CSR to Freshmen: Pre and Post Analysis
Tejinder Billing, *Rowan University*
Dilip Mirchandani, *Rowan University*

Group 10: MED

Don't Know Much About Geography...
Gladys Torres-Baumgarten, *Ramapo College of NJ*
Elizabeth A. McCrea, *Seton Hall University*

A Social Network Model for Instructional Design and Analysis in Business School Field-based Courses
Ann Cullen, *Emory University*

'Hands On' or 'Hands Off': Exploring Tactics to Facilitate Effective Student Teamwork
Julia Eisenberg, *Pace University*
Maggie Boyraz, *California State Polytechnic University, Pomona*

Leadership: 9:45am - 11:00am in (Roger Williams)

Motivation & Leadership

Resilient Teams Share More: The Link Between Shared Leadership and Resiliency

Christy Goodnight, *University of South Alabama & Stockton University*

This paper explores the link between shared leadership and a team's resiliency. This is a new approach to looking at the concept of resiliency by combining constructs from a variety of theories that give more depth to the construct of resiliency within the organizational context of working within teams. This approach then goes on to distinguish whether the link to shared leadership is stronger when looked at from the individual aspect of resiliency versus the combined teams' resiliency. The study has yet to be conducted but the background and basic methodology are laid out in the following article.

Complex Adaptive Leadership for Organization and Human Development

Ivy Johnson-Kanda, *School of Business, Quinnipiac University*
Robert Yawson, *School of Business, Quinnipiac University*

Complex Adaptive Leadership offers ways to shift the focus of practice to one that reflects, embraces multiple points of view, and changes in response to new knowledge and data. From a societal perspective, complex adaptive leadership provides organizations with the opportunity to grapple with the most significant and persistent problems of our time and potentially achieve real change. The paper explores complexity theory in more detail and its influence on social systems using gender bias and terrorism as examples. Using the Human Security Framework as a complex adaptive leadership approach in addressing Wicked Problems, this paper describes the Human Security dimensions to understand the wicked problems in which 21st-century organizations grapple with and the type of organizational leadership needed to confront these challenges.

Motivation to Lead: Preparing Leaders of the Future through an Understanding of Communication Apprehension

Joy Jones, *Stockton University*

This study expanded on current theoretical understanding of motivation to lead (MTL) by testing a model that included communication apprehension as a measurement of an individual's personality. The hypotheses were tested with hierarchical multiple regression applied to cross-sectional data collected from a sample of 170 retail employees at building supply stores on the east coast of the United States. Results revealed a strong, negative relationship between communication apprehension and affective-identity, social-normative, and non-calculative MTL. Communication apprehension was found to be a stronger predictor of MTL than other individual difference variables identified previously. Results also revealed that although communication apprehension is significantly negatively related to all dimensions of MTL, it accounts for more variance in the affective-identity dimension than the social-normative and non-calculative dimension of MTL. Theoretical and practical implications of these results are presented and suggestions for future research are discussed.

Organization Performance in Context

Session Chair: Ankur Nandedkar, *Millersville University of Pennsylvania*

Corporate Political Activity and Media Coverage: Effects on Strategic Change and Firm Performance -A Study on Chinese Business Leaders in the National People's Congress

Xiaoyu Yang, *University of Wisconsin-Milwaukee*
Romila Singh, *University of Wisconsin-Milwaukee*
Zheng Cheng, *University of Wisconsin-Milwaukee*

Existing studies suggest that firms actively seek to "create" their environment by trying to shape government regulations that produce a more favorable environment. The ultimate way to link a Chinese firm to the government is to elect its business leader as a member of the National People's Congress (NPC). The effect of corporate political activities on firm performance and strategic change will be explained through the lens of Chinese business leaders' political appointments, especially their legislation behavior in the Congress. Drawing on a sample of 365 Chinese business leaders in the NPC for a period of 7 years, we found that having business leader's legislation proposal(s) in the Congress is negatively associated with strategic change; also a business leader's media coverage is positively associated with performance conformity but negatively associated with strategic change.

The Effects of Market Orientation, Centralized Business Models, and Competitive Hostility on Business Performance in the U.S. Legal Professional Services Industry

Jonathan Sales, *Bentley University*

Prior research on the market orientation-business performance relationship research has focused on tangible products, larger diverse firms, and examining the relationship in the context of different countries and cultures (McNaughton, Osborne, and Imrie, 2002; McNaughton, Osborne, Morgan and Kutwaroo, 2001; Uncles, 2000; Gopalakrishna and Subramanian, 2001). This study contributes to this body of literature by extending this knowledge in a new direction by examining the business model as a moderator of the relationship between market orientation and firm performance, by examining competitive hostility as a moderator of the relationship between market orientation and firm performance, and by examining each of these relationships in the context of professional services industries; specifically, the U.S. legal professional services industry. This paper extends the knowledge of the business model by examining the centralized and decentralized business models of larger U.S. law firms on firm performance and how competitive hostility moderates this relationship.

Entrepreneurship: 9:45am - 11:00am in (La Salle)

Innovation & Performance

Session Chair: Ankur Nandedkar, *Millersville University of Pennsylvania*

Vertical Spinouts: Linking Vertically Related Industries

Pamela Adams, *Seton Hall University*
Roberto Fontana, *University of Pavia*
Franco Malerba, *Bocconi University*

This article examines vertical spinouts, which represent a type of organizational structure through which knowledge is shared and transferred between vertically related industries. We define vertical spinouts as new independent ventures that enter a focal industry after spinning-out from an established firm in either an upstream or a downstream industry. We propose that a key determinant of both their formation and their successful performance is the contextual knowledge that they inherit from their pre-entry experience in a vertically related industry. We examine spinout entry and performance in three vertically related industries over a ten-year period: semiconductors, telecommunication equipment and telecommunication networks/connectivity. Our results show that vertical spinouts constitute a significant share of new entrants in these related industries and that they are more likely to survive than other entrants. Our findings have important implications for the literatures on entrepreneurship, industry structure and industry dynamics.

The Role of National Context in the Relationship Between Founder CEOs and IPO Performance

Christina Tupper, *North Carolina A&T University*

Given that managers' experiences and personalities influence how an organization behaves and elements external to organizations influence how management influences firm performance this manuscript investigates 'how does national context influence how founder CEOs impact IPO long-run performance?' I hypothesize that founder-CEOs will perform better in IPO firms in countries where managerial discretion, future orientation, and managerial isomorphism are higher and uncertainty avoidance is lower. Using insights from upper echelon theory and utilizing hierarchical linear modeling to analyze over 1,000 firms, I find that founder-CEOs perform best in IPO firms in a national context where managerial discretion is low, uncertainty avoidance is high, and managerial isomorphism is high. Implications will be discussed.

11:00am - 12:00pm in (South Rose)

EAM Business Meeting

It is encouraged that all EAM members and conference attendees be present for this meeting as we will discuss the newly incorporated Eastern Academy of Management, vote for dissolution of the old EAM, as well as talk about how you can become more involved with the running of your Eastern Academy of Management.

EAM 2018 Reviewers

Rikki Abzug
Pamela Adams
Waidi Adeniyi Akingbade
Devi Akella
Said Al Riyami
Ch. Mahmood Anwar
Pauline Assenza
Zeynep Aytug
Keerti Badkhane
Susan Baker
Mariann Benke
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John Bunch
Jeffery Butler
Joseph Cabral
Celia Cameron
Leslie Campbell
Tammy Campbell
Rachel Carpenter
Rod Carveth
Jacob Do-Hyung Cha
Sunyu Chai
Holly Chiu
Steven Congden
Stephan Corporaal
Leslie Crickenberger
Noel Criscione-Naylor
Caroline D'Abate
Pamela Derfus
David Desplaces
Leslie DiManna
Gerturde Eguae-Obazee
Julia Eisenberg
Randika Eramudugoda Gamage
Matthew Eriksen
S Elif Esposito
Angela Even
James Fairfield-Sonn
Andrea Farro
Carmen I. Figueroa-Medina
Yaeli Foint
Robin Frkal
Tonya Gander Ensign
Catherine Giapponi
Armand Gilinsky
Timothy Golden
Christy Goodnight
Kimberly Green
Elaine Guertler
Louis Hickman
Muharrem Huvaj
Mayank Jaiswal
Konrad Jamro
Joy Jones
Meghan Kallman
Jaeyoung Kang
Pavni Kaushiva
Patricia Kelly
Eun-Jeong Ko
Vasiliki Kosmidou
Keshav Krishnamurty
Roland Kushner
Mariana Lebron
Stephanie Leonard
Opal Leung
Laurie Levesque
Michael Lewis
Richard Linowes
Yi Lv
Linda Martinak
Kenneth Mawritz
Marina McCarthy
Robert McGrath
David McIntyre
Steven Meisel
Jeff Mello
Jeff Moretz
Debu Mukerji
Ankur Nandedkar
Margaret Naumes
William Naumes
Janet Nelson
Daria Newfeld
Carl Oliver
Janet Parent
Shashikant Patil
Michael Patterson
Aimee Phelps
Mim Plavin-Masterman
Patrizia Porrini
Yuanmei (Elly) Qu
Rebecca Ranucci
Isabel Rechberg
Melanie Robinson
Annette Rogers
Bonnie Rohde
Joel Rudin
Farhad Saboori
Sut Sakchutchawan
Jonathan Sales
Roland Schmuck
Claudine SchWeber
Charles Seifert
Joe Seltzer
Tracey Sigler
Elizabeth Siler
Brent Smith
James Spee
Carol Stewart
Lisa Stickney
Stephanie Suerth
Filiz Tabak
Zaiyong Tang
Huy Tran
Christina Tupper
Jan Tyler
John D. Varlaro
Veselina Vracheva
Preeti Wadhwa
Long Wang
Miriam Weismann
Susan Wheeler
Chris Whynacht
Kathryn Woods
Xiaoyu Yang
Yi Yang
Charlie Yang
Yang Yang
Robert Yawson

AUTHOR INDEX

THURSDAY, MAY 3RD 2018

7:30am-1:30pm **Doctoral Student Consortium** (North Rose) [PDW]

7:30am-8:30am **Continental Breakfast** (Foyer)

8:00am-12:00pm **Conference Registration** (Foyer)

9:15am-12:00pm **EAM, Inc. Board of Governors Meeting (Invite-Only)** (Providence)

8:30am-9:15am **Opening Ceremony Speaker** (South Rose)

EAM welcomes its 2018 Keynote Speaker, Dr. Dann-Messier, Commissioner of Postsecondary Education for Rhode Island.

9:15am-10:00am

PDW	PDW	PDW	PDW
Hartwell	LaSalle	Promenade	Renaissance
Innovations in Teaching and Learning: Reimagining Study Abroad with Integrated Field-Based Learning *Innovations In Teaching And Learning: Reimagining Study Abroad With Integrated Field-based Learning* Jeff Mello; Leslie DiManna; Kyungsub Choi	**Using Open Web-based Tools to Deliver a Collaborative and Engaging Classroom: Let's Make Learning Fun!** *Using Open Web-based Tools To Deliver A Collaborative And Engaging Classroom: Let's Make Learning Fun!* Patricia Kelly; Amy Paros	**EAM International Conference 2019 Croatia Preview** Come learn about EAM International. EAM sponsored the first Managing in a Global Economy conference in Tilberg, Netherlands in 1985. The success of the first EAM-I conference led to a series of bienial international conferences organized by EAM in partnership with local host universities in locations around the world. Conferences have been held in varied locations, including Berlin, Singapore, Cape Town, Rio de Janeiro, Bangalore, Sevilla, Lime, and, most recently, Gold Coast, Australia. The EAM-I Conferences are a source of international collaboration and learning among academics and practitioners.	**Welcome to EAM: Where Scholarship and Collegiality Meet** Are you new to the Eastern Academy of Management? Want to know more about the benefits of getting involved and how to do so? Curious about all those acronyms (ELA, CASE, OMJ, etc.)? Please join us for an informative panel discussion on these topics and more. This is a relaxed, collegial forum to ask all your questions about the conference and the EAM organization!

10:00am-10:15am **Refreshment Break** (Foyer)

10:15am-1:30pm **Junior Faculty Consortium** (Renaissance) [PDW]

10:15am-12:00pm **CASE Association Board Meeting** (South Rose) [CASE]

10:15am-11:45am

PDW	OB	Entrepreneurship
Hartwell	LaSalle	Promenade
Open Education Resources: What, Why, and How *Open Education Resources: What, Why, And How* Elizabeth Siler; Miriam Plavin-Masterman; Vicki Gruzynski	**Team Processes** *To Share Or Not To Share, It Depends On Member-team Conscientiousness Fit* Guozhen Zhao; Holly Chiu; Hao Jiao; Meng Yu Cheng; Ying Chen *Divergent: The Value Of Negative Affective Outliers In Teams* Rachel Carpenter	**Education and Learning** *Session Chair: Christina Tupper, North Carolina A&T State University* *The Heterogeneous Process Of Entrepreneurial Learning By Doing* Congshan Li *Millennial Entrepreneurial Propensity : Theoretical Influence Of B-school Curricula* Raymond VanNess; Charles Seifert; Daniel Robeson *Evolving Entrepreneurial Universities: A Bibliometric Analysis* Sandhya Balasubramanian; Steven Tello; Yi Yang

12:00pm-1:30pm

Strategy and Intl	OB	ECRS	ELA	CASE
Hartwell	LaSalle	North Rose	Roger Williams	South Rose
Corporate Level Strategy *Session Chair: Bonnie Rohde, Albright College* *Ipo Underpricing And Discretionary Investments* Juhi Bhardwaj; Joseph Cabral; Shyam Kumar *Stranger Knows Best: Corporate Venture Capital Investor And Third-party Acquirers* Yi Yang; Saira Latif	**Leader Member Exchange** *Antecedents And Outcomes Of Leader-member Exchange (lmx): Competing Models* Or Shkoler; Aharon Tziner; Mariana Lebron *Are Basic Human Values Associated With Perceptions Of Leader-member Exchange?* Anu Vanska *Explaining The Relationships Between Leader-member Exchange, Team-member Exchange And Counterproductive Work Behavior: The Role Of Work Engagement And Emotional Exhaustion* Mariana Lebron; Filiz Tabak; Or Shkoler; Edna Rabenu	**Global Perspectives on Governance** *Female Directors And Corporation Diversification: Evidences From China* Zejiang Zhu; Weichu Xu; Chaolin Chen *Corporate Governance (cg) And Intellectual Capital (ic): Evidence From Nigerian Higher Institution* Abdulazeez Abioye Lawal; Waidi Adeniyi Akingbade; Abiodun Thomas Awoyemi	**Continuing Impact: Experts Share Classics**	**Embryo Cases** *Too Many Decorations* Elizabeth Siler; Miriam Plavin-Masterman *Where Do The Visually Impaired Belong In The Workplace?* Amy Wang; Eko Liao *The Tangibles Vs The Intangibles* Eko Liao; Amy Wang *Physicians In The Cannabis Industry: Managing Tensions And Challenges In Professional Identity Commitments* Opal Leung; Nicole Jackson *Hero Or Bad Employee? When To Follow Procedures* David Desplaces *The Caring Place Assisted Living Center - To Buy And At What Price?* John Bunch *The "ghosts" On The Overnight Shift* Mark Promislo *Fake It 'til You Make It: The Formation Of An Artistic Enterprise* Nathalia Munoz Balleros ; Monika Hudson; Lina Lucumi Mosquera *The Highs And Lows Of The Airbus A380* Steven Congden *Medical Tourism: Antecedents And Consequences – A U.s. Perspective* Kaitlyn Bangert; Huy Tran *Ngo Strategy Formulation In An Uncertain Development Environment: The Akaa Project Options For Growth* Kimberly Ruegger; Kristine Kelly

1:30pm-4:45pm **Structural Equation Modeling Workshop** (North Rose) [PDW]

1:45pm-3:15pm

Strategy and Intl	PDW	Entrepreneurship	Leadership	ELA	CASE
Hartwell	LaSalle	Promenade	Renaissance	Roger Williams	South Rose
Institution & Control *Session Chair: Huy (David) Tran, Albright College* *Fraud Risk Management Over Financial Reporting: A Contingency Theory Perspective* Ebenezer Lamptey; Robert Singh *How Technology Is Changing Accounting Processes: Institutional Theory And Legitimacy Theory Perspectives* Afua Agyekum; Robert Singh *Intellectual Property Rights And Strategy: An Institutional Critique* Raza Mir; Ali Mir; Raja Nag	**Impact: Making A Difference As A Business School Dean** *Impact: Making A Difference As A Business School Dean* Madan Annavarjula; Sylvia Maxfield; Maling Ebrahimpour; Jeff Mello	**Individuals and Teams** *Are Entrepreneurs Different* Raymond VanNess; Charles Seifert; Janet Marler; William Wales; Mark Hughes *Gender Differences And New Venture Performance* Mayank Jaiswal	**Leadership in Context** *Addressing Challenges Of 'bad' Leadership: Lessons From Tmt Members* JoAnne Martinez; Julia Eisenberg *Dean Leadership Traits And Faculty Job Satisfaction* Tammy Campbell	**Meet the Editors: Management Teaching Review** *Meet The Editors: Publishing In Management Teaching Review* Melissa Fender; Joe Seltzer; Tracey Sigler; Lisa Stickney	**Developmental Cases** *Should Justin's Sink Its Teeth In Sustainable Packaging?* Heidi Bertels *The Case Of Barry Murphy And Mvr Publishing* Robert McGrath *Developing Launch Marketing Campaigns For An Entrepreneurial Venture: Crowdfunding, Online Publicity, And Social Ads* Heidi Bertels; Dan Zhang *Motivating Your Work-alone Employees* Glen Chen; Eko Liao; Louie Lv; Amy Wang *Recognition And Leveraging Strength Increase Job Satisfaction* Louie Lv; Eko Liao; Rita Zhang; July Li; Amy Wang *Speaking Up Too Loudly? The Mailing List Email* Rita Zhang; Eko Liao; Sally Zou; Amy Wang *What's Age Got To Do With It?* Sally Zou; Amy Wang; Glen Chen; Wing Tao; Zhiyi Jiang; Eko Liao *The Veteran And Security Research Consulting Inc.* John Bunch

3:15pm-3:30pm **Refreshment Break** (Foyer)

THURSDAY, MAY 3RD 2018

	PDW	Entrepreneurship	MED	ELA	CASE
	Hartwell	Promenade	Renaissance	Roger Williams	South Rose
3:30pm-5:00pm	**Integrating Career Development into a Course Curriculum** *Integrating Career Development Into A Course Curriculum* Emily (Porschitz) Benson; Kathleen Johnson	**Intentions and Behaviors** *Antecedents And Consequences Of Early Entrepreneurial Behaviors: Planning, Action, And Inaction* Eun-Jeong Ko; Johan Wiklund *Effects Of Context On The Entrepreneurial Intent Of Female Students From The United Arab Emirates* Veselina Vracheva; Ali Abu Rahma; Briseidy Andrade; Paul Jacques *Intention To Leave Self-employment: A Comparison Of Business Owners And Independently Self-employed* Nicholas Beutell; Jeffrey W. Alstete; Joy A. Schneer; Camille Hutt	**Student Engagement (or not) Through Technology** *Session Chair: Pauline Stamp, Hartwick College* *Antecedents To Trustworthiness, Satisfaction, And Potency In Ad Hoc Face-to-face And Computer-mediated Teams* Paul H. Jacques; John Garger; Leslie P. Filippelli-DiManna *Truth Or Consequences: A Fallout Of Group-hate* Pauline Stamp; Theodore Peters; Andrew Goryckia	**ELA Best Exercise Nominees: Negotiation Experiential Activities** *Stakeholders And Business Strategy: A Role-play Negotiation Exercise* Catherine Giapponi; Jeffrey Moretz *A Hog Farm For S-burg? An Interactive Town Hall Negotiation Simulation And Teaching Plan* Jason Laubach; Cody Olson; Nathan Goates	**Compact Cases with Instructor's Manuals** *Managing The Complexities Of An It Upgrade* Anurag Jain; Zaiyong Tang *Strategic Investment Vs Business Case: It Infrastructure For A Healthcare Group Purchasing Organization* Jeff Moretz *Fanning The Firestorm: Addressing Stakeholder Outrage On Social Media* Kathryn Woods; Eric Taylor *I Can't Believe Alex Posted That! Team Dynamics In An Online Environment* Caroline D'Abate; Sara Pion; Lena Drinkard *Development Of A Black Stem Solopreneur: Case A* John D. Varlaro; Ezenwayi C. Amaechi *It's Only Money* Nicole Bérubé *On Track Or Off: Should This Afro-colombian Company Contract Or Expand?* Lina Lucumi Mosquera; Monika Hudson
5:00pm-6:00pm	**All Conference Welcoming Reception** (North Rose)				
6:00pm-8:00pm	North Rose			CASE South Rose	
	Fellows Dinner (by Invitation)			**CASE Networking/Meeting Sponsored by Emerald Group Publishing**	
7:30pm-9:30pm	**ELA Social (Members Only)** (Roger Williams)				
9:00pm-11:00pm	**Conversation & Collegiality** (Hilton Providence Bar)				

FRIDAY, MAY 4TH 2018

7:30am-8:30am	Foyer	CASE South Rose
	Continental Breakfast	**The CASE Journal Editorial Board Meeting (Invitation Only)**

8:30am-11:45am

Symposium: Compact Cases Hackathon (South Rose) [CASE]
Compact Cases In Three Parts
Rebecca Morris; Gareth Bell

8:30am-10:00am

Strategy and Intl Hartwell	PDW LaSalle	Entrepreneurship Promenade	HRM Renaissance	ELA Roger Williams
Knowledge Management *Human Capital Meta/mega-competency And Global Leadership* Eric Kessler *The Knowledge Based View Of The Firm: An Assessment* Raza Mir; Mohammed Abdul Nayeem; Babita Srivastava *Knowledge Management Paradigms, Philosophical Assumptions: An Outlook On Future Research* Isabel Rechberg	**EAM International Conference 2019 Croatia Preview** Come learn about EAM International. EAM sponsored the first Managing in a Global Economy conference in Tilberg, Netherlands in 1985. The success of the first EAM-I conference led to a series of bienial international conferences organized by EAM in partnership with local host universities in locations around the world. Conferences have been held in varied locations, including Berlin, Singapore, Cape Town, Rio de Janeiro, Bangalore, Sevilla, Lime, and, most recently, Gold Coast, Australia. The EAM-I Conferences are a source of international collaboration and learning among academics and practitioners. *Eam International Preview* Joy Schneer	**Social Entrepreneurship and Sustainability** *Session Chair: Veselina Vracheva, North Central College* *A Nested Logics Analysis Of Clean Technology In Washington State* Meghan Kallman; Scott Frickel *Exploring The Determinants Of Performance For Social Entrepreneurship Organizations* Olugbenga Adeyinka; Robert Singh; Susan Baker	**Workplace Uncertainty** *Session Chair: CLAUDINE SCHWEBER, university of maryland university college* *Uniting Man, Machine, And Work* Sjoerd Peters; Kristy McGovern; Nikita Simon; Stephan Corporaal *Organizational Socialization And Demographic Imbalances: The Effects Of Cultural Dissimilarity* Louis Hickman; Mesut Akdere	**Workplace Environment Experiential Activities** *Perspectives And Strategies In Confronting Workplace Harassment* Jeff Mello *Civil Obedience: A Multiple Session, In-class Exercise* Lisa Stickney; Theodore Peters; Melissa Fender *What's Up With Pat Connors? A Role Play Exercise In Communication And Conflict Management* Filiz Tabak

10:00am-10:15am **Refreshment Break** (Foyer)

10:15am-11:45am

PDW Hartwell	OB LaSalle	PDW Promenade	MED Renaissance	ELA Roger Williams	ECRS Williams
Meet the Journal Editors Panel Discussion	**Environmental & Organizational Influences** *Faculty And Staff Perceptions Of Value: A Qualitative Approach To Identifying Institutional Influences* Celia Cameron *The Impact Of Strengths On Work Engagement: The Make Rhode Island Stronger Initiative* Kathi Lovelace; Kevin Lo; Kevin Cooper; Jane Parent	**New Wine in New Bottles: Why Should Behavioral Economists Have All the Fun?** *New Wine In New Bottles: Why Should Behavioral Economists Have All The Fun?* David Fearon; Steven Meisel; Dilip Mirchandani; Joan Weiner	**Leadership and Management Education in the 21st Century** *Session Chair: Lisa Stickney, University of Baltimore* *An Empirical Analysis Of Student Learning In A Capstone Business Simulation* Jeffrey Alstete; Nicholas Beutell *Transforming Graduate Education: Developing Leaders For The 21st Century* Kenneth Rhee; Tracey Sigler	**Supply Chain and Product Development Activities** *Introduction To Global Supply Chains: A Mapping Exercise* Laura D'Antonio	**ECRS Montage** *Mapping Climate Justice* Julia Puaschunder *Deinstitutionalizing A Dominant Logic: The Emotional Side Of Sensemaking And Sensegiving* Amanda Moss-Cowan

11:45am-1:00pm **Networking Lunch (All Conference)** (North Rose)

1:00pm-2:30pm

Strategy and Intl Hartwell	OB LaSalle	PDW North Rose	Idea Promenade	ELA Roger Williams	CASE South Rose
Corporate Governance and Strategic Choices *Ideological Leanings And Entry Mode Strategy: An Organizational Political Ideology View* Randika Eramudugoda Gamage *Board-performance Linkage Revisited: A Relational Pluralistic Perspective* Zhu Zhu *The Roles Of Ceo Work Experience And Franchising System In Organizational Adaptation* Jaeyoung Kang	**Positive and Negative Influences in OB** *How Traditional Gender Roles Hurt Both Women And Men: Negative Processes And Outcomes In Mixed Gender Negotiations* Zeynep G. Aytug; Tuvana Rua; Lianlian Lin; Nirmal K. Sethia; Hector R. Flores *Exploring The Relationship Between Job Satisfaction, Employee Engagement, Ocb And Intention To Quit* Keerti Badkhane; Shivganesh Bhargava	**Checking Our Sources: Steps to Improve Diversity and Inclusion Exposures in Business Courses**	**Idea Incubator Session 1** *Mental Toughness In Non-leadership Contexts* *Predicts Leadership: Empirical Evidence And A Theoretical Model* Matthew Jarman *Implications Of Social Class Differences In The Undergraduate Management Classroom* Miriam Plavin-Masterman; Leslie Campbell *"mindfully Green": Cultivating The Sustainability Mindset Through Contemplative And Art-based Practices* Charlie (Chulguen) Yang *Controversial Issues And Other Fake News* Gerry Cleaves *Improving Performance Outcomes For Students From Lower Socioeconomic Backgrounds: Does Classroom Engagement Impact Performance For These Students?* Pamela Derfus *Income Inequality And Propensity To Trust: A Complex Relation* Konrad Jamro *The Time's Up Movement: How Do We Measure A Positive Impact In The Workplace?* Minnette Bumpus; Debra Salsi *Pestel Live: Using The Stategic News Watchboard To Build Strategic Awareness* Richard Linowes	**Leadership and Followership Experiential Activities** *Exploring Implicit Followership Theories: An Experiential Exercise* Melanie Robinson *Favorite Experiential Learning Activity: The Music Of Leadership* Michael London *The New Leadership Construct: What Happens When A Flat Organization Builds A Tall Tower?* Meisel Steven; David Fearon	**Cases with Instructor's Manuals** *To Do Or Not To Do: Stratasys Considers Hp's Partnership Offer* Robert Gallagher; Rosemond Desir; Lumina Albert *The Trials And Tribulations Of Mph Inc.* Mayank Jaiswal; Robert Maxwell *When A No Is Not A No: Acquisition Of Time Warner Cable* Radharao Chaganti; Mayank Jaiswal; Rajeshwararao Chaganti *The Growth Challenge: Adjusting The Marketing Communications Mix To Scale A Startup* Heidi Bertels *The Aacsb Self Study Process* Devi Akella *The Influence Of Emotional Intelligence And Organizational Climate On Decision Making At Techco* Tonya Gander Ensign; Camelia Fawzy *Building And Leading A Cultural Enterprise. Martin Guitar And C. F. Martin Iv In 2018* Roland Kushner; Samuel Thompson *Pacific Market: Invest, Sell, Or Stay The Same?* Julia M. Delves; Adele Santana; Armand Gilinsky Jr. *Can Uber Sustain Its Competitive Advantage In The U.s. Dynamic Environment?* Huy Tran; Megan O'Brien

2:30pm-2:45pm **Refreshment Break** (Foyer)

2:45pm-4:15pm

HRM Hartwell	OB LaSalle	Entrepreneurship Promenade	Leadership Renaissance	ELA Roger Williams	CASE South Rose
Work-Life Balance, Engagement, & Conflict *Session Chair: Tonya Gander Ensign, emagine, llc* *Meaningfulness Of Work And Family In Working Parents As A Predictor Of Work Family Balance, Enrichment, And Conflict* Sydney Reeves; Margaret Toich; Quinn Knudsen; Azucena Perez; Alexandra Lawlor; Jennifer Bragger; Eugene Kutcher *Does Working At Home Adversely Impact Your Career? Toward Understanding Career Outcomes And Contextual Effects* Timothy Golden; Kimberly Eddleston *Otherwise Engaged: The Effects Of Individual And Spouses' Work And Family Engagement On Work Family Outcomes* Alexandra Lawlor; Azucena Perez; Quinn Knudsen; Margaret Toich; Sydney Reeves; Eugene Kutcher; Jennifer Bragger	**Examining OB Through OT** *Long-term Contracts And The Motivational Force Of A Noteworthy Award* long wang *Multiple Realities Of Meritocracy In Business Higher Education* Keshav Krishnamurty	**Psychology and Environment** *Session Chair: Pamela Adams, Seton Hall University* *Psychological Ownership And Sensemaking In Non-equity Crowdfunding* Muharrem Huvaj; Aron Darmody; Robert Smith *Entrepreneurial And Business Failure In Agribusiness: Evidence From An Emerging Economy* Henry Adobor	**Studying & Teaching Leadership** *A Lexical Study Of Effective Followers In Two Languages* Melanie Robinson; Kathleen Boies *The Leadership Challenge: 'managing The Unexpected'* Claudine SchWeber *Facilitating Leadership Development Through Peer Coaching* Matthew Eriksen; Sarah Collins; Bailey Finocchio; Julian Oakley	**Strategy Experiential Activities** *Development Of Student Management Teams Through Strategy* Noel Criscione-Naylor; Tara E. Marsh *Using The Card Game San Juan To Teach Strategy Concepts: An Experiential Learning Activity* Miriam Plavin-Masterman; Elizabeth Siler	**Symposium: Hackathon Meet Up and Debrief**

4:30pm-6:00pm **Awards Ceremony** (North Rose)

6:00pm-7:00pm **Presidential Reception** (Foyer)

7:45pm-9:30pm

Mid-Career & Senior Faculty Consortium (Roger Williams) [PDW]
Mid-career And Senior Faculty Consortium
Dale Finn; Joe Seltzer; Sandra Morgan; Joan Weiner; Shanthi Gopalakrishnan

7:45pm-9:00pm **Getting Published in Case Journals** (South Rose) [CASE]

9:00pm-11:00pm

SATURDAY, MAY 5TH 2018

7:30am-8:30am

Foyer	Hartwell
Continental Breakfast	**Track Chairs Breakfast (Invitation Only)**

8:30am-9:45am

OB	Idea	ECRS	HRM	Idea
LaSalle	North Rose	Renaissance	Roger Williams	South Rose
OB Processes *Impact Of Diverse Owner Team Characteristics On New Venture Survival* Mayank Jaiswal *Untangling Task Conflict-performance Relationship Over Time: A Complexity Perspective* Erim Ergene; Steven Floyd	**Idea Incubator Session 3** *Analysis Of The Motivation Theories In Management Discipline: Learning, Motivation And Self-determination Theory* Mariann Benke *Innovation Strategy* Mariann Benke; Roland Schmuck *Negotiating For The Minimum Or The Maximum* PATRIZIA PORRINI; David Jalajas *Feminism And Well-being Of Working Women In China* Jiyun Wu *When In Rome, Do As The Romans Do? Addressing Challenges Of Global Leadership During The Socialization Process* Julia Eisenberg *Transformational Leadership And Positive Work Outcomes: A Framework Exploring Role Of Lmx And Distributive Jutice* Ankur Nandedkar; Roger Brown *Opting Out: Stories Of Women Left Corporate Leadership In Mid-career* Robin Frkal *The Antecedents And Outcomes Of Shared Leadership: A Conceptual Review* Louis Hickman; Mesut Akdere *Demystifying Gender Bias Intensity In Service Based Organizations* Noel Criscione-Naylor; Jane F. Bokunewicz	**CSR & Sustainability** *Do Acquiring Firms Maintain Targets' Superior Csr And Remedy Targets' Csr Problems?* gunae choi; Tae-Nyun Kim	**HR in a Global Environment** *Session Chair: Aimee Phelps, University of Rhode Island COB SLRC* *Religious Manifestation Effects On Employers' Selections* SAID AL RIYAMI; RAWIA AHMED *Foreign Locals: Myth Or Reality* Farida Saleem; Saqib Hayat; C Gopinath	**Idea Incubator Session 2** *Angel Investor Personality And Motivations In Entrepreneur Evaluation* Kevin Taylor *The Halo Effect Generated By The Involuntary Turnover Of Predecessor Ceos And Its Effect On The Tenure Of Successor Ceos* Jonathan Sales *Improvising Institutional Change: How Ibm Accidently Changed The Computer Industry* Michael Lewis *Qualitative Research On A Case Study Of Uber* Sunyu Chai *Institutionalizing The Creation Of New Meaning From Nonsense: A Garbage Can Model Of Transformational Organizational Change* Heidi Bertels *Exploring Long Term Ventures In The Smart City Entrepreneurial Ecosystem* Bonnie Rohde *Being Similar Or Being Different? Paradox Of Nascent Entrepreneurial Firms* Eun-jeong Ko *Riding The Waves Of Change: Expanding The Reach Of The Global Sports Industry* James W. Fairfield-Sonn *Beyond Entrepreneurship: Recognizing The Entrepreneurial Arc* Pauline Assenza

9:45am-11:00am

Strategy and Intl	Leadership	Idea
Hartwell	Roger Williams	South Rose
Country & Industry Factors in Strategy & Entrepreneurship *Session Chair: Ankur Nandedkar, Millersville University of Pennsylvania* *The Effects Of Market Orientation, Centralized Business Models, And Competitive Hostility On Business Performance In The U.s. Legal Professional Services Industry.* Jonathan Sales *Vertical Spinouts: Linking Vertically Related Industries* Pamela Adams; Roberto Fontana; Franco Malerba *Corporate Political Activity And Media Coverage: Effects On Strategic Change And Firm Performance -a Study On Chinese Business Leaders In The National People's Congress* Xiaoyu Yang; Romila Singh; Zheng Cheng	**Motivation & Leadership** *Resilient Teams Share More: The Link Between Shared Leadership And Resiliency* Christy Goodnight *Complex Adaptive Leadership For Organization And Human Development* Ivy Johnson-Kanda; Robert Yawson *Motivation To Lead: Preparing Leaders Of The Future Through An Understanding Of Communication Apprehension* Joy Jones	**Idea Incubator Session 4** *Bringing Csr To Freshmen: Pre And Post Analysis* Tejinder Billing; Dilip Mirchandani *Don't Know Much About Geography...* Gladys Torres-Baumgarten; Elizabeth A. McCrea *'hands On' Or 'hands Off': Exploring Tactics To Facilitate Effective Student Teamwork* Julia Eisenberg; Maggie Boyraz *Two Way Communication To Encourage Culture Of Compliance* Stephanie Suerth; Susan Buskirk *A Social Network Model For Instructional Design And Analysis In Business School Field-based Courses* Ann Cullen

11:00am-12:00pm **EAM Business Meeting** (South Rose)

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EAM 2019 ANNUAL MEETING

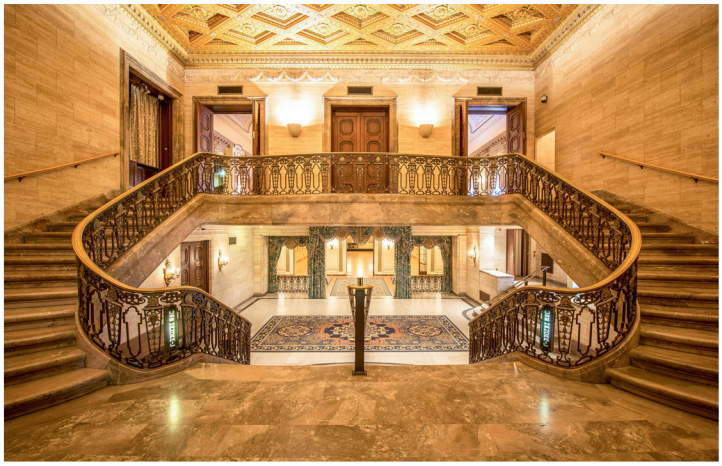
MAY 8 - 11, 2019 | WILMINGTON, DELAWARE

HOTEL DUPONT

Plan Ahead for the Conference Theme
Evolving the Narrative of Business and Careers

Technological developments and changing societal expectations havereshaped how business and work is done. Sustainability and value creation are seeping into the agenda of even the most profit-driven companies. At the same time, the workforce is more independent and careers more selfmanaged. The gig economy is giving entrepreneurship a new face. As the traditional notion of the enterprise reinvents itself, management scholars and educators must do more than keep up. We are in a position to set the tone for change, guide sensemaking and contribute to understanding—and many of you are doing so! Share your valuable work at next year's EAM and together we will evolve the narrative of business and careers.

2 hrs from NY and DC, 60 min from Baltimore, 25 min from Philly Airport. Courtesy car service to/from Wilmington Amtrak station.



Downtown Wilmington restaurants, shopping, museums…PLUS Brandywine Valley wine tasting, antiquing, outdooring…