2019 Annual Meeting of the Eastern Academy of Management

Evolving the Narrative of Business & Careers

May 8 - 11 2019 | Wilmington, Delaware | Hotel Du Pont

Vice-President, Program: Kimberly Merriman

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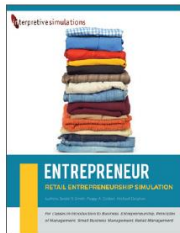demo@interpretive.com
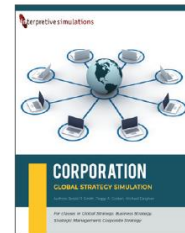www.interpretive.com

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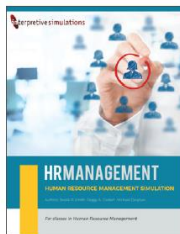
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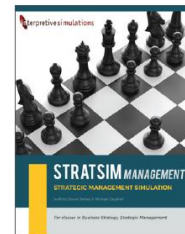
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EAM Commendable Research Paper Awards

Entrepreneurship & Innovation: Saadet Elif Esposito for 'Selective Revealing: A Trigger Mechanism for Interorganizational Relationships."

Strategy & International Management: Fernando Angulo, Albena Pergelova, and Leo-Paul Dana for "On the Internationalization of Hybrid Firms."

ELA Best Exercise Nominees

Experiential Team Building Exercise for On-Line Students Using a Virtual Scavenger Hunt (*Thursday, 1:15pm – 2:30pm in King Sullivan*)
Jane Bokunewicz, *Stockton University*

"I don't believe I have any special privilege:" A Two-part Exercise to Reduce Student Resistance to the Concept of White Privilege (*Thursday, 1:15pm – 2:30pm in King Sullivan*)
Laurel Goulet, *Massachusetts Maritime Academy*
Paul Szwed, *Massachusetts Maritime Academy*

Using Our Superpowers to Save the World: Introducing the UN Sustainable Development Goals to Management Students (*Friday, 9:45am – 11:00am in King Sullivan*)
Steven Meisel, *La Salle University*
Dilip Mirchandani, *Rowan University*

Wrapped Candy and Chopsticks in Class: A Role-playing Simulation of Warehouse Operations Management (*Friday, 9:45am – 11:00am in King Sullivan*)
Julie Stanton, *The Pennsylvania State University*
Alexander Bolinger*, Idaho State University*

Organization Management Journal Best Paper Nominees

Sponsored by the EAM Fellows and Taylor & Francis

Best Research Paper Nominees:

Shelly Marasi, Alison Wall & Rebecca J. Bennett (2018) "Pay Openness Movement: Is it merited? Does it Influence More Desirable Employee Outcomes than Pay Secrecy?," *Organization Management Journal*, 15:2.

Minsu Lee, Clifton O. Mayfield, Amanda S. Hinojosa & Yooshin Im (2018) "A Dyadic Approach to Examining the Emotional Intelligence–Work Outcome Relationship: The Mediating role of LMX," *Organization Management Journal*, 15:1, 1-16.

Nominees for Best Teaching & Learning Paper:

Mariana J. Lebrón & Filiz Tabak (2018) "Leading in the Real World: Operationalizing a Power-based Model of Collaboration for Leadership Experiential Learning," *Organization Management Journal*, 15:3, 110-129.

Elizabeth A. McCrea & Steven J. Lorenzet (2018) "Mind Mapping: An Experiential Approach to Syllabus Review," *Organization Management Journal*, 15:1, 35-43.

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.

The award recipient is announced at the EAM awards ceremony on Friday.

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Dale Finn, University of New Haven
Sandy Morgan, University of Hartford

Welcome to EAM 2019 in Wilmington, Delaware

Welcome to Eastern Academy of Management's 56th Annual Meeting. Our 2019 conference at the Hotel Du Pont marks our first venture to Wilmington, Delaware. We are excited to offer this location to broaden accessibility for a range of members. Wilmington is known for its walkability, excellent restaurants and nearby scenic attractions. It offers something for everyone.

As an affiliate of the national Academy of Management, the EAM conference is the premier event for management scholars and educators throughout the region. We are the conference where, per our motto, scholarship and collegiality meet to foster outstanding professional development opportunities. Your presence shows a commitment to professional growth and a desire to contribute value in higher education.

This year we are particularly honored to have esteemed scholar Herman Aguinis as our keynote to inspire and inform us. Please also join us at the awards ceremony on Friday to honor scholarly excellence. In between the many research sessions, various teaching development workshops and case events, be sure to join EAM colleagues at organized breaks, on-site socials and networking sessions, and off-site group dinners for serendipitous encounters.

A special thanks goes to the many volunteers and sponsors that make this conference possible. You will see their names highlighted in the program. If you are interested in a role to support future conference success, please let us know. We welcome your involvement. Attending Thursday's welcome session and Saturday's open business meeting are great ways to learn more about EAM service opportunities.

We thank you for attending and look forward to a valuable and enjoyable conference together!

Best wishes,

Kimberly Merriman, 2019 EAM Vice-President, Program

Laurie Levesque, 2019 EAM President

Wednesday | May 8

EAM Board of Governors Meeting (Invite-Only)
12:45pm – 5:00pm in Marshall

Conference Registration
4:30pm – 6:00pm in Ballroom Foyer

Welcome Dinner (Pre-Registration Required)
6:00pm – 9:00pm at Ernest & Scott Taproom

Conversation & Collegiality
8:00pm – 11:00pm in The Green Room Bar

Thursday | May 9

Continental Breakfast (Consortia & Board)
Sponsored by Morgan State University and University of Maryland University College
7:30am – 8:30am in Ballroom

Conference Registration
8:00am – 5:00pm in Ballroom Foyer

Board of Governors Meeting
8:30am – 11:30am in Marshall

Doctoral Consortium (Pre-Registration Required)
8:30am – 3:15pm in Greenville
Session Chairs: Jeanie M. Forray, Western New England University and Shanthi Gopalakrishnan, New Jersey Institute of Technology

Junior Faculty Consortium (Pre-Registration Required)
8:30am – 11:30am in King Sullivan
Session Chairs: Mark Promislo, Rider University and Lisa Stickney, University of Baltimore

CASE Association Board Meeting (Invite-Only)
9:30am – 11:45am in Christina

Lunch (Consortia & Board Only)
Sponsored by the EAM Fellows
11:45am – 1:00pm in Ballroom

CASE Networking / Business Meeting (All conference attendees welcome. Members get a free drink)
Partially Sponsored by Emerald Publishing
5:30pm – 6:30pm at Tonic Bar & Grille, 111 W 11th Street (near hotel)

Off-Site Dinners (Sign up at Registration Table)
5:30pm – 10:00pm

Fellows Dinner (Invite-Only)
7:00pm – 9:00pm (Café)

Conversation & Collegiality
9:00pm – 11:00pm (The Green Room Bar)

Writing Compact Cases (with Lunch Sponsored by Emerald and Eastern Academy of Management) [CASE]

Session Chair: Rebecca Morris, Westfield State University

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.

From Lost Art to Living Abilities: Business Communication Basics [PDW]

C. Melissa Fender *Rutgers University - Camden*
Theodore Peters *University of Baltimore*
Lisa Stickney *University of Baltimore*

My students don't know how to write or even address emails! Why do they insist on addressing me by my first name or worse yet as "hey?" When I talk to them about memos and executive summaries, they have no idea what they are! And when they wait until 11:00PM to email me about an assignment due at midnight, why are they annoyed when I don't respond immediately?
This PDW will address the communication basics that we all complain are non-existent in our digital native students. We will discuss which basics seem to be missing, how we might develop them through activities and assignments, and how we might take the first steps to reinforcing them across the business curriculum.

ELA Best Exercise Session #1 [ELA]

Experiential Team Building Exercise for On-Line Students Using a Virtual Scavenger Hunt

Jane Bokunewicz *Stockton University*

Building cohesive teams is an important aspect of management and leadership. Having an enjoyable and effective way to apply team building theory in an on-line environment requires a creative approach. This exercise was originally developed for face-to-face delivery but has been adapted to the on-line learning environment in a unique way that enables students to participate in an experiential, team building exercise, even if they are remotely located and never meet face to face.

"I don't believe I have any special privilege:" A Two-Part Exercise to Reduce Student Resistance to the Concept of White Privilege

Laurel Goulet *Massachusetts Maritime Academy*
Paul Szwed *Massachusetts Maritime Acdemy*

The concept of white (and male) privilege is challenging for students to understand, and often leads to incredulity and resistance. Students often see white privilege as an outdated theory that disputes their beliefs in an equality meritocracy. This paper presents a two-part exercise to help students understand white privilege in a non-threatening way, thus reducing the resistance to the concept, allowing for more thorough understanding. This exercise is useful for diversity, organizational behavior, and/or human resource management courses.

Individuals with Autism [PDW]

Thursday | 1:15PM - 2:30PM in Odessa

Employing Individuals with Autism Spectrum Disorders: A Win-Win for all Stakeholders

MaryPat Braudis *Wilmington University*

Individuals with Autism Spectrum Disorders (ASD) face significant challenges as they transition from school to work. High rates of unemployment or underemployment coupled with internal and external barriers combine to make the transition difficult to achieve. Highlighting her own research as well as other current research, Dr. Braudis will explore successful strategies, approaches and best practices in employment for individuals with ASD. This presentation will also address the benefits to employers and communities when employing individuals with ASD. In addition, Dr. Braudis will discuss what companies are leading the way in hiring initiatives for this population.

Embryo Cases (Table #1) [CASE]

Thursday | 1:45PM - 3:15PM in Christina

Netflix and Amazon Prime Video in India

Steven Congden *University of Hartford*
Daphne Berry *University of Hartford*

Netflix launched in India in January of 2016 as the first major paid video streaming service, with Amazon Prime Video following about a year later. Netflix took a more international approach while Amazon Prime adapted more to local conditions in pricing and content. Who's approach will work better, or are both appropriate as part of different larger strategies?

Who Was Really Hurt Anyway?

Daphne Berry *University of Hartford*
Steven Congden *University of Hartford*

In 2015, regulators from the EPA confirmed discrepancies between the emissions claimed by Volkswagen for several of their vehicles and their actual emissions. A subsequent investigation revealed flagrant, deliberate cheating of emissions tests systems in Volkswagen vehicles. This case examines the decision making of senior and mid-level automaker employees to enable analysis of the ethical climate and decisions made at the company.

Instilling the Zen Culture into a New Agricultural Business: A Story about one Chinese Entrepreneur

Weichu Xu *East Stroudsburg University*
Li Zhang *Founder & CEO, Wenjing Agricultural Park*

This case is about how to build a Zen organizational culture into a new startup agricultural company named Wenjing park of agriculture in China. The founder Mr.Zhang Li has vision to build a company to provide natural and health agricultural products to let ordinary people to enjoy with their body physically while they can relax mental and spiritual like spend short time in Zen (Control or reduce your desires and relax in simple & natural life). For most ordinary people, they are lost their spirits while they live in a materialism world and pursue the plenty of materials.

Embryo Cases (Table #2) [CASE]

Thursday | 1:45PM - 3:15PM in Christina

Barnes & Noble: Closing the Book or Starting a New Chapter?

Michael Lewis *Assumption College*

Clinical Workflow Re-engineering

Zaiyong Tang *Salem State University*
Saverio Manago *Salem State University*

General Health and Medical Center (GHMC) was in a tough financial situation due to competitions, and years of inefficient operations. Charlie Dawson, the Executive VP of Revenuer at GHMC had to find ways to make the organization financially sustainable. After a comprehensive review of the operations of the major departments, Charlie concluded the Allergy and Immunology Department was among the units that needed major changes. Challenges were multifaceted: insufficient staff, less than fully utilized provider capacity, scheduling difficulties, lack of privacy at checking in, lack of privacy in waiting room, and, most seriously, convoluted workflow that required multiple patient movements among the exam room, test room, and waiting room. Charlie faced two questions: 1) What process redesign were needed to improve the operation efficiency and patient satisfaction? 2) How could he get the employees at the department motivated and supportive of the change initiative?

Platforms and the New Rules of Strategy

Huy Q. (David) Tran *Albright College*

This teaching case offers an opportunity for students who take undergraduate strategic management and entrepreneurship courses to examine the platform business model in comparison to the traditional pipeline counterpart.

Thursday | 2:35PM - 3:15PM in Odessa

Welcome to Eastern Academy of Management

Session Chair: Elizabeth A. McCrea, Seton Hall University

Please join us to learn more about EAM and the many ways to get involved.

Thursday | 3:15PM - 3:30PM in Ballroom Foyer

Refreshment Break – Sponsored by Seton Hall University
Please Visit our Exhibitors

This break is sponsored by Seton Hall University. Take a break, grab a quick snack, and chat with friends before heading off to your next round of sessions.

Thursday | 3:30PM - 4:45PM in Christina

The Deer and The Bubble Tea: A Case Study of The Alley

Amy Wang *The Hang Seng University of Hong Kong*

If it's just bubble tea, how can one store stand out among the rest? This case examines the success of The Alley, a bubble tea shop in Hong Kong, and considers whether its success is sustainable. This case also evaluates the reasons why The Alley has distinguished itself and discusses upcoming challenges the company may face from its many competitors. Finally, students are asked to think about and suggest future recommendations.

New Zealand Primary School

Ralph Adler *University of Otago*

This business case study examines how the leadership group of a 150-pupil NZ primary school responded to an environmental activism campaign protesting the school's burning of coal to heat its classrooms. Students working with the case study will, by necessity, need to apply theoretical perspectives relating to organizational legitimacy, leadership, and brand management. Some educators may also wish to use the case to highlight issues of ethical judgment. The case is equally relevant to undergraduate and graduate business school students. The latter set of students will be expected to bring fuller and richer theoretical understandings to the case study.

Starbucks: Anti-bias Training and Race Together Campaign

Minnette Bumpus *Bowie State University*

On Monday, April 16, 2018, Dr. Allen watched a segment of Good Morning America where Kevin Johnson, Starbucks' Chief Executive Officer, apologized for an incident that occurred on April 12, 2018, at a Starbucks store in Philadelphia, PA. The incident in question involved the arrest of two black men who refused to leave the store when asked by the store manager (ABCNews.com, 2018).

Dr. Allen thought that a case study about the recent Starbucks' incident would be an ideal way to illustrate relevant concepts and theories that she was teaching in her graduate level management courses. With little time to write a traditional teaching case before the end of the Spring 2018, semester, Dr. Allen decided to develop a Starbucks' teaching case, using concepts adapted from: the real-time case method (RTC), video cases, participative case writing (PCW), the client project (CP)/live case method, and case development (CD).

Thursday | 3:30PM - 4:45PM in Christina

Don't Shoot the Messenger: Dealing with and Delivering Bad News

Steven Charlier *Georgia Southern U.*
John Harris *Georgia Southern University*

The case outlines the experience of a junior project manager who discovers a series of financial calculation errors that, if unaddressed, could result in a $40M cost overrun on her $250M project. Students are placed in the role of the project manager at the time of discovery of the error, and need to diagnose the organizational and political dynamics of the situation. The case can be used to illustrate a number of organizational behavior topics, including influence and persuasion, power dynamics, "managing up", and dealing with crisis situations within organizations.

Gault & Millau: Renaissance and Transfortion in French Gastronimia

Loïc Ernest *NEOMA Business School*
Edgar Bellow *NEOMA Business School*

The secular importance of French gastronomy has been internationally recognized at the highest level in 2010 by its classification to the "intangible cultural heritage of humanity" of UNESCO. It fulfilled the conditions of admission to the list of the intangible cultural heritage of Humanity. In this world so singular, French gastronomy, will then appear from the early nineteenth, the first culinary reviews, the first evaluations of restaurants. The Gault & Millau case presents an emblematic gastronomic guide that was a quick success in the seventies thanks to the charisma and talent of its founders before gradually declining inexorably. This is the story of his resurrection by defining and implementing a coherent strategy.

Thursday | 3:30PM - 4:45PM in Christina

Evaluating Crowdfunding as a Tool to Launch New Products in a Start-Up

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

Nickolay Lamm had successfully launched his fashion doll startup using crowdfunding in 2014. As he considered additional products for his realistic fashion doll line, he wondered whether he should consider crowdfunding again as a tool to launch these new products.

When Equal Isn't Fair: Splitting the Founder's Pie

Heidi Bertels *CUNY College of Staten Island*
Elizabeth McCrea *Seton Hall University*
Vanessa Vankerckhoven *Novosanis*
Koen Beyers *Voxdale & Novosanis*

By 2012, faculty at the institute for Vaccines and Infectious Diseases at University of Antwerp in Belgium had created working prototypes of two medical devices with significant market potential. When the university decided to spin off these two medical devices into a startup company, decisions had to be made on how the divide the "founder's pie." The case describes the people involved with the development of the medical devices so far and poses the question of how the equity should be split.

Mr. Chocolate and the Effectual Entrepreneur: A Life Cycle Story

Pauline Assenza *Western CT State University*

This is a story of an entrepreneur and his journey to find a scalable business. It is based on real life, and moves step by step through the entrepreneurial process. At every stage in the life cycle of this journey, you will be asked what you think our entrepreneur should do. As the story unfolds, you'll learn about the concept of effectuation, a process by which our entrepreneur discovers what to do next by just starting with what he's got, trying, and failing, and trying again until something sticks. You'll help him identify the challenges and resources he could consider as he moves from ideation through intention to prototype, pilot, results, then profitability, hopefully becoming market established. What lessons did he learn, and what do you think about his chances for eventual success? This series of "compact cases" can be used in any introductory entrepreneurship or marketing class.

Thursday | 3:30PM - 4:45PM in King Sullivan

Defining and Managing Conflict: Is it Really About the Dishes?

Joy Jones *Stockton University*

Employees and managers who embrace conflict can build better understanding, healthier relationships, and experience greater personal and professional success, but managing conflict is not easy. The purpose of this experiential exercise is to draw attention to the number of conflicts and stressful situations experienced by class members in one week and use delegates within the groups to serve as mediators for defining the conflicts and determining reasonable solutions to each conflict. Participants will apply a conflict resolution model to define a conflict, determining if the conflict is a content/task-based conflict or a relational conflict. In addition, throughout the discussion, participants will discover their own emotional triggers and learn how to manage difficult encounters with diplomacy, tact, and credibility. Participants will also learn the value of utilizing mediators in managing workplace conflict.

Work Motivation Theories in Practice: An Experiential Exercise

Vicki Taylor *Shippensburg University of Pennsylvania*

Management students often learn about the role of motivation in influencing employee performance. However, the theories of motivation may seem abstract, and students may struggle when attempting to apply these theories to real-world situations. To help students move beyond memorization, the author designed an exercise to help students apply motivational theories to a realistic situation. Working in groups, students problem solve how to address an employee motivational issue by applying an assigned motivational theory. In doing so, they mentally rehearse how various managerial behaviors might influence employee motivation. The exercise requires little preparation and can be facilitated in face-to-face and online learning environments. While developed for an undergraduate course in leadership, the exercise would also be appropriate for a graduate course in leadership or an organizational behavior course at the graduate and undergraduate level.

The "Innovative Leadership Infographic (ILI)" of Influence

Mariana Lebron *Towson University*

What is an "Innovative Leadership Infographic (ILI)" ? How can infographics help students in 100% online courses understand their unique, innovative leadership voice? Free creative technology resources help students effectively influence leadership perceptions. The ILI creatively inspires students to present their leadership stories in an impactful, visually-engaging way, bringing the human uniqueness to life.

In this session, participants learn: (a) infographics (types, student examples) and free online technology resources; (b) others' perceptions about successful social media influencers; (c) how to develop infographic assignments using module-based learning blocks (e.g., discussion boards with peer-to-peer feedback); and, (d) develop an ILI. The ILI was the final assignment for an online Leading, Learning and Change Innovative Leadership Course. Students feared innovation would lead to failure, but they took risks through the ILI and boldly answered-"Who are you? What makes you a uniquely different leader than others?" They share their creative ILIs throughout social media.

Fellows Symposium Exploring Potentials and Challenges of Artificial Intelligence for the Field of Management [PDW]

Thursday | 3:30PM - 4:45PM in Greenville

Artificially Intelligent Management? Toward Understanding the Implications of Artificial Intelligence for Management Research and Practice

Session Chair: **Eric Kessler** *Pace University*

Eric Kessler *Pace University*
Shanthi Gopalakrishnan *New Jersey Institute of Technology*
Timothy Golden *Rensselaer Polytechnic Institute*
Dilip Mirchandani *Rowan University*

Among the most impactful quantum disruptions staring down societies and their businesses is the rapidly advancing field of Artificial Intelligence (AI). However it is also one of the most misunderstood areas of inquiry both in general as well as in its potential (mis)application to professional practices.   Therefore our symposium focuses on its impact to our particular professional domain within the rubric of the following research question: What are the critical potentials and challenges of AI to the field of management?

Symposium Presenting Preliminary International Results on the Digital Native Assessment Survey [MED]

Thursday | 3:30PM - 4:45PM in Newark

Digital Natives: Universally Defined by Technology?

Session Chair: **Theodore Peters** *University of Baltimore*

Christian Geyer *University of Hagen*
Torsten Klein *Cologne University of Applied Sciences*
Jane Parent *Merrimack College*
Theodore Peters *University of Baltimore*
Pinki Srivastava *Hartwick College*
Pauline Stamp *Hartwick College*

This symposium will present preliminary results of data collected from German, US, and South African students using the Digital Native Assessment Survey (Teo, 2013). The results will contrast the technology usage across the three countries, and then elaborate on the implications of this new generation, their use of technology, and the likely impact on educators in higher education.

Idea Incubator #1 [IDEA]

Session Chair: **Or Shkoler** *Ariel University*

The Impact of Team Shared Goal and Psychological Ownership on Employee Knowledge Sharing Behavior and Employee Learning

Holly Chiu *Brooklyn College of City University of New York*
Guozhen Zhao *Delta State University*

Unethical Behavior in the Workplace and Employee Medical Utilization

Mark Promislo *Rider University*
Robert Giacalone *John Carroll University*

Time to Update? Revisiting the Narrative of Workplace Gender Dynamics

Catherine Hall *Roger Williams University*
Elizabeth Volpe *Roger Williams University*
Michael Melton *Roger Williams University*

Do Generational Differences Matter in Negotiation? Examining Self-Efficacy, Choice of Tactics, & Outcomes

Brent Opall *University of Wisconsin–Eau Claire*
Gabi Eissa *San Diego State University*
Edith Wasyliszyn *University of Wisconsin–Superior*

Idea Incubator #2 [IDEA]

Session Chair: **Pamela Derfus** *St. Thomas Aquinas College*

Application of the Job Wholeheartedness Concept to Enhance Students' Motivation and Engagement

Vinh Nguyen *Coe College*

Black and African American Students' Need Satisfaction at Historically Black Colleges and Universities (HBCUs) and Predominantly White Institutions (PWIs)

Alexandria Whitner *ICM partners*
Michael Ogbolu *Howard University*
Amanda Hinojosa *Howard University*

Investigating Student-Athlete Academic Performance: The Role of Social Networks and Climate for Academic Excellence

Suzanne Edinger *Stonehill College*
Hilary Gettman *Stonehill College*

Unconditional Motivation: The Forgotten and Hidden Side of Motivation

Vinh Nguyen *Coe College*

The CASE Journal Editorial Board Meeting (Invite-Only)
7:15am – 8:15am in Christina

Continental Breakfast
Sponsored by University of New Haven & Fairfield University
7:30am – 8:30am in Ballroom

Conference Registration
8:00am – 5:00pm in Ballroom Foyer

Awards Lunch
Sponsored by University of Massachusetts Lowell
12:30pm – 2:00pm in Ballroom

Presidential Reception
Sponsored by Suffolk University
6:00pm – 7:30pm in Ballroom

Conversation & Collegiality
8:00pm – 11:00pm in The Green Room Bar

Idea Incubator #3 [IDEA]

Friday | 8:15AM - 9:30AM in Knowles

Session Chair: **Linda Forbes** *Western Connecticut State University*

Teaching Political Skill: A Drama-Based Intervention

Stephen Hill *Nazareth College*
Caitlin Drago *Inspire Improv & Coaching*
Ryan O'Loughlin *Nazareth College*

Using Paradoxes to Teach International Business Management

Vinh Nguyen *Coe College*

Teaching Business Ethics Intentionally: Understanding the Relationship Between Course Design and the Development of Student Moral Thinking

Catherine Hall *Roger Williams University*
Lisa Calvano *West Chester University of PA*

Friday | 8:15AM - 9:30AM in King Sejong

Session Chair: **Joel Harmon** *Fairleigh Dickinson University*

Impact of Transformational Leadership on Job Involvement and Knowledge sharing Behaviors: Investigating Mediating Effects of Exchange Relationships and Distributive Justice

Ankur Nandedkar *Millersville University*

Aligning Leadership Selection and Leadership Execution: The Role of Character and Integrity

Derek Offer *Lubin School of Business, Pace University*
Eric Kessler *Lubin School of Business, Pace University*

Opting Into Social Enterprise: An Examination of the Leadership Identities of Women Leading Certified B Corporations

Bridget Leonard *Assumption College*
Robin Frkal *Assumption College*

Friday | 8:15AM - 9:30AM in Greenville

Session Chair: **Pamela Derfus** *St. Thomas Aquinas College*

Inter-team Collaboration: A Case Study of Rock Engineering Projects

Julia Eisenberg *Pace University*
Boris Amusin

Assessing Students' Readiness for the Workplace: A Mixed Methods Study of Teamwork-related Skills

Julia Eisenberg *Pace University*
Maggie Boyraz *California State University San Bernardino*

Ultra Tire: An Inter-functional Experiential Exercise

Thomas Tarbutton *Seton Hall University*
Elizabeth A. McCrea *Seton Hall University*

Idea Incubator #6 [IDEA]

Friday | 8:15AM - 9:30AM in Newark

Session Chair: **Edward Christensen** *Monmouth University*

CEO Tenure and Corporate Political Strategy

Mine Ozer *SUNY Oneonta*

Rethinking Change and Innovation: The Institutional Shift in Higher Education

Michael Lewis *Assumption College*

Augmenting Pipelines with Platforms: The Role of TMT Background Diversity and Behavioral Integration

Huy Q. (David) Tran *Albright College*

Friday | 8:15AM - 11:15AM in Christina

Compact Case Hackathon [CASE]

Rebecca Morris *Westfield State University*

A hackathon is a sprint-like event in which participants collaborate intensively to create a useable project. This session challenges participants to develop a compact case in a collaborative small group setting. Participants must preregister to participate in this session so that they may receive relevant materials prior to the meeting. When preregistering, participants will be able to select from several potential compact case situations and to gain access to background materials (journalistic articles, industry reports, YouTube videos etc.) that will provide the source material for the onsite development of a compact case during this session. The presenters will develop appropriate materials for a variety of compact cases in different firms, industries and academic disciplines and make these materials available for participants prior to the conference via electronic file sharing (Dropbox or other means).

Using Our Superpowers to Save the World: Introducing the UN Sustainable Development Goals to Management Students

Steven Meisel *La Salle University*
Dilip Mirchandani *Rowan University*

Sustainable development is a powerful, significant, and occasionally controversial topic in management education. It usually refers to "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (2018, International Institute for Sustainable Development) The broad view of sustainable development is articulated on the United Nations Sustainable Development Knowledge Platform and consists of 17 wide ranging goals including Zero Hunger, Justice world-wide, and Quality Education. This session will be a hands-on exercise demonstrating how this topic can be introduced to management students to generate awareness, solutions, and critical thinking regarding the sustainable development goals.

Wrapped Candy and Chopsticks in Class: A Role-Playing Simulation of Warehouse Operations Management

Julie Stanton *The Pennsylvania State University*
Alexander Bolinger *Idaho State University*

We describe a role play simulation that provides an engaging, interactive approach to teaching students about warehouse management practices and logistics management. Using a series of scenarios involving a warehousing operations example, participants are able to experience and observe how operational design choices interact with staffing and the deployment of human resources to affect production outcomes and customer satisfaction. We describe the learning goals of this role play simulation and how to run it, as well as how it can be used flexibly for different class sizes, levels, and time frames. We also provide questions for debriefing the key learning points, both at the end of the activity and between scenarios.

Managing Dynamic Careers [HR]

Session Chair: **Robert Yawson** *Quinnipiac University*

Will the Internet of People, Things and Services (IoPTS) be Too Much of a Good Thing for Sustainable Career Management?

Veronica M. Godshalk *Penn State University, Brandywine*

This study will explore how the Internet of People, Things and Services (IoPTS) provides both opportunities for advancing employees' careers, as well as potential concerns that employees will need attend to as the IoPTS inevitably becomes a common part of the career and technology landscape. A sustainable careers framework will be offered to help explain how IoPTS plays a role within the individual career management ecosystem. The Too Much of a Good Thing (TMGT) effect will also be introduced and applied to investigate what may happen when high usage levels of the otherwise benign IoPTS occur. Propositions will be offered broadly focusing on the following research question: will the IoPTS be too much of a good thing for individual career management leading to unexpected and undesired career outcomes? Future research opportunities are offered, along with practitioner realities that should also be considered.

Human Resource Development and Executive Leadership Succession Planning in Nonprofits

Robert Yawson *School of Business, Quinnipiac University*

This paper explores the challenges of executive leadership and human resource development in a nonprofit setting. While human capital is a vital asset to any organization, it is particularly vital to nonprofit organizations, which expect their employees to work for less, and often do more, than their counterparts at for-profit companies. Managing these resources presents some challenges. Some of these challenges are similar to the challenges that for-profits face, such as attracting and retaining talent and developing leaders. Some of the challenges are unique, such as managing volunteers and the high-burnout rates of non-profit employees. Executive Leadership Development (ELD) is also a critical challenge faced by nonprofits. However, all Human Resource Development (HRD) issues within a nonprofit setting must be tackled with the organization's mission in mind.

Reconstructing the Kaleidoscope: Adjusting the Kaleidoscope Career Model to Complex Contexts

Maria Mouratidou *University of Cumbria*
Mirit K. Grabarski *University of Western Ontario*

The Kaleidoscope Career Model (KCM) is a model that suggests that careers are driven by three parameters: authenticity, balance and challenge (Mainiero & Sullivan, 2006). While the model remains relevant for over a decade, it was developed in North America and hence might not be well suited to other contexts. The current study tests the model in the Greek Public sector, which in addition to cultural differences, was deeply affected by the 2008 financial crisis. Findings show that context frames and shapes career perceptions, such that some KCM needs become less salient, and needs that were not included in the original model, specifically the need for safety, are present. Based on these findings we suggest a potential modification to the KCM model, which will allow it to better explain career needs across multiple contexts. The practical contribution for HR professionals is recommendations to satisfy these needs by specific HR practices.

Session Chair: **David A. Greenway** *UMass Lowell*

Understanding the Relationship between Antecedents of Heavy Work Investment (HWI) and Burnout

Aharon Tziner *Peres Academic Center & Netanya Academic College*
Carmen Buzea *Transilvanya Univesity of Brasov*
Camelia Truta *Transilvanya University of Brasov*
Edna Rabenu *Netanya Academic College*
Or Shkoler *Ariel University*

Following Snir and Harpaz's (2012) model of Heavy Work Investment (HWI), we propose a model that clarifies the relationship of antecedents of HWI to burnout. The model consists of several components: (a) external/situational antecedents, 'income' and 'workload' and internal/dispositional antecedents, 'job engagement' and 'workaholism'; (b) a mediator variable, HWI (divided into 'time' and 'effort'); and (3) 'burnout' as the outcome variable. Data was obtained by social science students who surveyed 388 Romanian employees, ages 19 to 66, on two consecutive occasions with a six-week interval (times T1 and T2). Using structural equation modelling, the mediation has an excellent fit at both T1 and T2. The mediation role of HWI is confirmed for T2, with respect to three factors – job engagement, workaholism and workload – but not for T1. The findings are discussed, as are their contribution to the theoretical literature and new directions for further research and organizational practice.

School to Work: The Interplay of Career Guidance, Conscientiousness, and Autonomous Motivation

Serwaa Karikari *Morgan State University*

The motivation literature has typically focused on motivation at the workplace. Thus, this conceptual paper attempts to shift the theoretical emphasis from motivation during work to the motivation to work. Given this, I propose a framework to examine how career guidance services, offered to graduating seniors, predicts their motivation to work after graduating, and subsequently generates positive work outcomes. This proposed framework invites questions about the adequacy of the existing motivational theory to address motivation at the school-to-work transition stage.

Organization Alumni Endorsement of their Former Employer: "I like you. Do you (still) like me?"

David A. Greenway *UMass Lowell, Manning School of Business*

This study investigates the quality of social exchange relationships of former employees, or organizational alumni (OA), with their former employer. An OA's 'willingness to endorse' (OAE) their former organization as proxy for the OA-Organization relationship quality is examined at the organizational, supervisor, and team level. The effect of the OA's assessment of Perceived Organizational Support (POS), Leader-Member Exchange (LMX), and Team-Member Exchange (TMX) on OAE are examined. Outcomes from current company ratings as well as the type of termination (voluntary or involuntary) from their former employer are considered in order to further contrast differences in the OA's willingness to endorse. Findings from this study provide insights in to the OA-Organization relationship as a source of sustainable value for the former and current organization.

Negotiating for the Minimum

Patrizia Porrini *Long Island University-Post Campus*
David Jalajas *Long Island University-Post Campus*

Negotiation theory asserts that in bargaining situations a focal negotiator should set a reservation point that is a minimum price needed, or a maximum price they will pay to accept an agreement. Theory prescribes negotiators ought to set a target point or aspirant. This study examines whether focal negotiators' final agreements are closer to their reservation point than their target point. The study also examines factors that may explain and correlate with negotiators' results.

Session Chair: **Ankur Nandedkar** *Millersville University*

The Impact on Dual Directors on Value Creation in Spinoffs

Eugene See *University of Massachusetts Amherst*

This paper examines the governance implications of dual directors on the value accrued from a corporate spinoff transaction. It is known that firms divest into independent spinoffs to create value for themselves and shareholders. However, we theorize that the governance presence of dual directors serving on both parent and spinoff board serve to contradict this value creating action. Through a study involving 135 publicly traded firms in the Fortune 500 between the years 1995 to 2016, we find support that highlight the contradicting effects of dual directors on value accrued from a spinoff transaction.

Strategic Orientation, Innovation Performance and the influence of Marketing Management

Pamela Adams *Seton Hall University*
Roberto Fontana *University of Pavia*
Isabel Bodas Freitas *University of Grenoble*

This research aims at exploring the relationship between a firm's strategic orientation, marketing management in terms of marketing mix tactics, and innovation performance. We examine three types of strategic orientations: customer, technology, and combined customer/technology orientation. We analyze their direct effect on innovation performance as well as the moderating effect of marketing management in terms of the marketing mix on this relationship. We test our hypotheses on a sample of 1,603 French manufacturing firms and show that organizations with a combined customer/technology orientation outperform those with a customer or technology orientation alone. We also show that the moderating effect of marketing management in boosting innovation success is positive for all orientations, but greatest for organizations with a technology orientation. Finally, we find that the moderating effect of marketing management on the relationship between orientation and performance increases as more elements of the marketing mix are deployed simultaneously.

Integrating Dynamic Capabilities and Industry Structure

Raza Mir *William Paterson University*
Babita Srivastava *William Paterson University*

Recent debates on the microfoundations of strategy have reignited discussions about what are the true determinants of performance heterogeneities in firms when factors of production are tradable. According to the "structure-based view" of performance, the way a firm fits into the industry structure is seen as the primary source of competitive advantage. On the other hand, the "strategy-based view" contends that process-based aspects of firms should be accorded far more importance in the study of the determinants of performance than macro, structural indicators. While research in both these fields has added immeasurably to our understanding of inter-firm heterogeneity, there has been little attempt at integrating the wisdom from their collective findings. In this paper, we attempt to place the two fields in an integrative framework, arguing that linking the research on the strategic variables with structural research can explicate a number of unexplained facets of firm performance.

Session Chair: **Pinki Srivastava** *Hartwick College*

Does a Flipped Classroom Increase Millennials' Engagement in Business Programs?

Petra Garnjost *Business School, HTW Saar, University of Applied Sciences*
Leanna Lawter *Sacred Heart University*

Millennials are disrupting higher education. These digital natives are changing how higher education is delivered and challenging the relevance of higher education to deliver the required skills to be successful. Flipped classrooms are viewed as one teaching pedagogy that can increase millennial student engagement. The current study investigates the difference in the impact of flipped classrooms on five perceived learning outcomes—problem solving, critical thinking, teamwork, self-directed learning, and knowledge acquisition for undergraduate business students from Germany and the U.S. Identical classroom configurations were implemented in an Introduction to Business course in a German and U.S. university. Hofstede's cultural dimension were used to hypothesize differences in perceived learning outcomes based on cultural values of Germany and the U.S. Results showed that differences in perceived learning outcomes attributable to cultural differences were found between the German and U.S. students indicating that cultural differences do impact the effectiveness of different teaching pedagogies.

A Study of the Effectiveness of Using Team-Based Learning in Management Classes

Jane Parent *Merrimack College*
Allison Seitchik *Merrimack College*
Kathi Lovelace *Menlo College*
Christina Hardway *Merrimack College*

Working effectively as a team continues to be an important workplace skill and designing innovative pedagogies for developing this skills is a goal of management education. Building on previous research in team learning, we introduce formal team based learning (TBL) to our classrooms and measure outcomes of quality of team learning, professional development and team satisfaction. We also assess students' perceived fairness of the work distribution and analyze its effect on these outcomes. Our findings indicate that TBL resulted in increases in the quality of team learning, professional development and team satisfaction. Only team satisfaction was significantly related to perceived fairness, with students who perceived themselves as doing more of the work dissatisfied with the team experience. Perceived fairness did not affect team learning or professional development. We discuss our contributions and provide suggestions for future research.

Improving Individual and Team Outcomes through the Team Selection Process

Kerri Crowne *Widener University*
Donna McCloskey *Widener University*

This article posits potential positive individual and team outcomes by involving students in a team selection process. It is proposed that having students participate in a simulated hiring process and selecting teammates based on reviewing resumes will create teams with individuals who have higher levels of satisfaction, team commitment, self-efficacy, trust, motivation, and performance, while having fewer individuals who exhibit social loafing. These teams will also experience higher levels of team cohesion and performance. Hypotheses and a model are developed for expected relationships.

Friday | 9:45AM - 11:00AM in Knowles

Session Chair: **Roberto Santos** *University of Massachusetts Lowell*

The Effect of Venture Capital Backing on Companies' Subsequent Lobbying Efforts

Ekin Alakent *California State University – East Bay*
Mine Ozer *SUNY Oneonta*
Sinan Goktan *California State University – East Bay*

We explore non-market strategies of venture capital backed companies. Based on the resource dependence perspective, we examine how venture capital backing influences companies' lobbying investments. We find that on average, venture capital backing negatively affects companies' lobbying investments. However, we also find that R&D investments moderates this relationship and companies increase their lobbying investments as they invest more on R&D. Our results provide insights for the research on venture capital backing and non-market strategies.

A Seat at the Table: Venture Capital and Technology Spillovers

Roberto Santos *University of Massachusetts Lowell*

Drawing upon search and signaling theory, the influence that VC directors have on technology spillover is examined with respect to venture capital (VC)-backed firms in the semiconductor industry. Despite a plethora of research into technology spillovers, we still do not have a clear understanding of how VC directors affect the technological outcomes of a firm's innovation efforts. Examined in the context of semiconductor firms between 1980-2005, my findings highlight the pivotal role that VC directors play in augmenting a firm's ambidexterity. This research contributes new insights into the mechanisms by which VC directors introduce external knowledge that augments a firm's spillovers into new technological domains and has important implications for entrepreneurs and their search strategies.

The Effects of Venture Capital Investments on Industrial Innovative Opportunities and Technological Arbitrage Opportunities

Fangqing Wei *School of management, University of Science and Technology of China*
Yi Yang *Manning School of Business, University of Massachusetts, Lowell*
Yao Chen *Manning School of Business, University of Massachusetts, Lowell*
Feng Yang *School of Management, University of Science and Technology of China*

Innovative opportunities and technological arbitrage opportunities are two types of entrepreneurial opportunities that could lead to technological progress and economic growth. This study investigates how venture capital investments flowing into an industry may impact both innovative opportunities and technological arbitrage opportunities presented in the industry. After examining 45 industries in the United States over the period of 1980-2015, we find that venture capital investments positively influence innovative opportunities and technological arbitrage opportunities at the industry level. In addition, the findings show that industry characteristics such as industry growth rate and industry dynamism could moderate the impact of venture capital investments on innovative opportunities. Moreover, this study verifies that innovative opportunities mediate the positive relationship between venture capital investments and technological arbitrage opportunities.

Friday | 11:00AM - 11:15AM in Ballroom Foyer

Refreshment Break
Sponsored by Interpretive Solutions

Take a break, grab a quick snack, and chat with friends before heading off to your next round of sessions.

Boundary Spanning Strategies for Organizational Leadership [Leadership]

Session Chair: **Holly Butler** *University of Massachusetts Lowell*

Who are Boundary Spanning Leaders?

Holly Butler *University of Massachusetts Lowell*

The extant management literature suggests that boundary spanning leadership, on both an internal and external level, is central to organizational growth and success. To date, however, boundary spanning leadership has received limited attention; a problem that is compounded by the absence of an adequate measurement scale. Drawing upon boundary spanning and social embeddedness theories, I develop a formalized conceptualization and operationalization of the boundary spanning leadership construct. In addition, I suggest a framework to measure the proposed construct using a survey study. I find that boundary spanning leaders encompass four overarching characteristics: growth, understanding, sustainability, and personal investment. How these characteristics align with the conceptualization of boundary spanning leadership is also discussed.

Risky Business: 84 Lumber and the Housing Bust of 2008

Edwina Haring *Rutgers, The State University of New Jersey*

The case presents Maggie Magerko's experience leading 84 Lumber, one of America's largest privately held companies, through challenges to their business sales model, the housing collapse and financial crisis of 2007-2008, and the risks she took to save the company. As President of 84 Lumber, Magerko went against advisors urging her to file for bankruptcy and chose instead to reduce the company size to save it from closing.

The Dilemma of Last Resort Hotel – A Case Study

June Clarke *Delaware State University*
Julaine Rigg *Morgan State University*
Cynthia Mayo *Delaware State University*

The case discusses how a booming and prosperous hotel, Last Resort, lost its glory overtime. The case highlights the events that caused the hotel demise. Basking in its glory and living on its brand affiliation the hotel management failed to monitor its internal and external environment having developed a level of complacency. This resulted in loss of employee morale, poor management, absenteeism, poor productivity among many other internal issues. There was an overall decrease in quality service, leading to a reduction in guest, sales and profits overtime. With the negative publicity, poor sales, and declining customer base the hotel decided to take action. Fix It Consulting was hired to investigate the issues and offer creative intervention strategies that would bring back Last Resort to the quality and boom it enjoyed when it first opened its doors.

Importing Pipes into Africa

David Desplaces *College of Charleston*
Rene Mueller *College of Charleston*

Francois LeGrand owner of an export company specialized on OEM for the mining industry in mostly African countries based in the US has just been given the opportunity to bid on a contract to source pipes to run temporary water to various mining sites or projects. This piping is not the type of equipment he is used to exporting although the mining company in Africa has been his client for over 15 years. Francois is faced with assessing this one-time opportunity. He must ascertain if the risks and opportunity is worth pursuing and he has only 10 days to complete his assessment. This case is designed for students study international business, global commerce, international management or international marketing, where they can apply the PESTEL and CAGE models.

SoccerGrlProbs

Jeff Moretz *Fairfield University*
Catherine C. Giapponi *Fairfield University*
Chris Huntley *Fairfield University*

This is a business case about the lead-up to the launch of a student entrepreneurial venture around social media. It is appropriate for undergraduate or entry level graduate entrepreneurship courses. The case provides a common foundation for discussing issues regarding the decision to launch a new venture and approaches to exploring the business concept. Among the issues explored is the tension between student activities, lifestyle and career choices, and the demands of entrepreneurship. In addition, this case can provide an opportunity to guide students through the application of the Lean Startup approach to customer discovery. The challenge of transforming a surprise success into an entrepreneurial venture is illustrated, with specific emphasis on decision making related to personal goals and potential impediments. The case also affords students the opportunity to wrestle with the challenges young entrepreneurs face when confronted with a potential opportunity that requires making trade-offs.

KGA Corporation Expansion Creates Strategic Employee Decisions

Jannifer David *University of Minnesota Duluth*

This case study requires students to think through and develop a human resource strategy that addresses the people concerns associated with the KGA Corporation's addition of a new business. KGA Corporation, an engineering firm, added KGA Staffing Services as a subsidiary business to assist its existing clients with engineering professionals on a contract basis. This case, designed for use with graduate students, asks students to recommend systems for the compensation and benefits for these two groups of employees, communications that should be sent to all KGA employees, and career development options for KGA employees.

L'Occitane & Brazil

Patrick McHugh *Brown University*
Ayse Demir *Brown University*
Abla Marzak *Brown University*
Yutong Wang *Brown University*

L'Occitane is a leading luxury cosmetics company in France. Its natural product line meets consumer's preferences, which allows the company to keep growing. However, France is a saturated market for cosmetics companies. Although ongoing trends are aligned with L'Occitane's core values, the company's growth is limited. To address this L'Occitane is considering expanding in Brazil as that natural beauty market is experiencing significant growth.

SEPT Football Nursery – The largest organized nursery network in India

Subhasree Mukherjee *Indian Institute of Management Kozhikode*
Deepak Dhayanithy *Indian Institute of Management Kozhikode*

SEPT is a non-profit football academy for children operating across the Indian state of Kerala. Currently the largest football nursery network in India, SEPT is dedicated towards developing players from the underprivileged strata of the society. Prior to 2017, SEPT had a steady growth from 5 to 55 centers. Later on, the growth and development started to falter. At present, SEPT is facing the threat of shutting down due to lack of financial assistance. This case explores SEPT's opportunities to retain and obtain sponsors and also gain a sustainable inflow of funds to keep the organization operating for its noble cause. Also, it examined whether it is the right time for SEPT to diversify into training for a sport in which they apparently do not have expertise or experience.

Session Chair: **Joel Rudin** *Rowan University*

How does Work Motivation Impact Employees' Investment at Work and their Job Engagement? A Moderated-Moderation Perspective through an International Lens

Or Shkoler *Ariel University*
Takuma Kimura *Hosei University*

This paper aimed to shed light on the effects of intrinsic and extrinsic motivation, as predictors, have on Heavy-Work Investment of time and efforts and Job Engagement. In a moderated-moderation analysis, two conditional effects were taken into consideration – worker's status (working students vs. non-student employees) and country (Israel vs. Japan). Data were gathered from 242 Israeli and 171 Japanese participants. The results support the moderated-moderation rationale, showing interesting findings. For example, the associations between intrinsic/extrinsic motivation and Heavy-Work Investment or Job Engagement were found stronger for working students vs. their counterparts, and these links are very different for the Israeli and Japanese sample. Theoretical and practical implications and future research suggestions are discussed.

When is Corporate Reputation Related to CEO Compensation?

Joel Rudin *Rowan University*
Jooh Lee *Rowan University*

This study examines the relationship between corporate reputation and CEO compensation. It is assumed that CEOs attempt to use corporate reputation to justify increases in their annual compensation. Based on agency theory and signaling theory, we predict a positive relationship between corporate reputation and CEO compensation but only during periods of economic recovery. Using a subset of Fortune's "Most Admired" companies that retained their CEO's through three years of recession followed by three years of recovery, this study demonstrates that corporate reputation is significantly associated with CEO compensation during periods of economic recovery but not during periods of economic recession.

The Devil Is In The Details: Understanding The Mechanism Behind The Spread of Pre-Quitting Behaviors

Sasha Pustovit *Rutgers, The State University of New Jersey*
David Allen *Texas Christian University*
Patrick McKay *Rutgers, The State University of New Jersey*

Building on the stream of literature that seeks to examine the impact turnover has on the organization, this manuscript addresses tension in the turnover contagion literature regarding the type of impact turnover has on those who stay behind. Specifically, we address calls in the literature for understanding the mechanism through which turnover contagion operates, as well as the boundary conditions to its effects. In a sample of newcomers in a large, public University, we examined cues that newcomers glean from observing their colleagues' display of Pre-Quitting Behaviors, and how these cues shape newcomers' propensities to engage in Pre-Quitting behaviors five months later.

Friday | 11:15AM – 12:30PM in Newark

Session Chair: **Tabitha Muchungu** *Morgan State University*

Acceptance of the Importance of CSR to Organization Effectiveness: The Impact of Cognitive Processes

Karen Strandholm *University of Michigan-Dearborn*
Michele Yoder *York College of Pennsylvania*
Michael VanHemert *University of Michigan-Dearborn*

"Doing well by doing good" is of increasing interest and attention has turned to the role of business schools in producing socially responsible business people. Critics argue that business schools produce amoral and unethical business people, and accreditors and schools are responding by incorporating greater levels of ethics and social responsibility training. This study investigates the moderating effects of students' cognitive moral development and personal moral philosophies on the change in attitudes to corporate social responsibility (CSR) after taking a required, standalone CSR course. In a pre/post survey of graduate and undergraduate students taking a required CSR course, this study found that students at the Conventional level of cognitive moral development experienced a more positive change in attitudes to CSR than students at other levels. This relationship is further moderated by idealism and unaffected by relativism.

How Cognitive Moral Development Influences the Opportunity Recognition Process and Performance of Social Entrepreneurs

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

In recent years, there has been a growing interest in the practice and scholarship of social entrepreneurship (Constanzo,Vurro, Foster, Servato & Perrini, 2014; Dacin, Dacin & Matear, 2010; Defourny, Hulgård, & Pestoff, 2014; Johannisson, 1990; Nicholls & Young, 2008; Perrini & Vurro, 2006; Rey-Martí, Ribeiro-Soriano & Palacios-Marqués, 2016; Short, Moss & Lumpkin, 2009; Starnawska, 2016; Thompson, Alvy, & Lees, 2000; Wallace,1999; Zahra, Rawhouser, Bhawe, Neubaum & Hayton, 2008). Because of the growing interest in the practice of social entrepreneurship and the growth of new social entrepreneurial firms in the United States and other countries, there is increasing interest in the success factors for social entrepreneurship (Wronka, 2014)

Managerial Responses to Performance Downturns: Linguistic Deception as Impression Management

Rajiv Nag *Drexel University*
Jonghyuk Bae *Drexel University*
Donghwi Seo *Drexel University*
Murugan Anandarajan *Drexel University*

Although the study of impression management has gained attention over time, relatively limited work has been conducted in understanding deception as an impression management strategy. We present a study of the Management Discussion and Analysis statements (MD&A) of 10-K reports of firms experiencing performance downturns and find that the tendency of strategic leaders to engage in deceptive impression management increases with the degree to which a firm's performance drops relative to the prior year. We also study the effects of a firm's competitive position and the overall industry competitive complexity on the relationship between performance downturn and deceptive impression management.

Extending the Power of the Quiz for Active Learning: Let Them Write it, Give it, Grade it and Take it!

Linda Forbes *Western Connecticut State University*

Using role reversal to foster active over passive learning, high levels of engagement with course material (leadership theories), and higher order thinking about the course material, students take on a peer-teaching role through the development of criteria based quizzes that they write, give, grade and take. An overview of the required components of the learning activity for knowledge acquisition and higher order learning about leadership theory, teaching and debriefing notes, and student responses are provided. This learning activity was designed for a required, online leadership course for MBA students in a program that is typically set in traditional classrooms. For many this is their first online course. This assignment is given at the beginning of the course on material that will be drawn on throughout the course.

Using Experiential Learning to Discover Gender and Diversity Bias in HR practices

Noel Criscione-Naylor *Stockton University*
Robin Frkal *Assumption College*

This experiential learning session will help participants teaching undergraduate and graduate courses in human resource management or related courses to incorporate a relevant experiential learning exercise in the classroom. The session includes an exercise with multiple rounds of candidate selection that have been used successfully by a management educator teaching Human Resource Management and related subjects. The exercise addresses selection process challenges, gender bias, diversity, and stereotypes. Based on a one hour workshop, session attendees will be able to participate in each round of the exercise and participate in a final large group debrief session.

"Be careful what you wish for." An Experiential Exercise in Personnel Selection

Nicole Berube *Royal Military College of Canada*

Personnel selection is a key topic in Human Resource Management (HRM) courses. This exercise intends to help students in HRM courses understand fundamental tasks in the selection process. Groups of students act as management teams to determine the suitability of applicants for a job posting for the position of instructor for a future offering of an HRM course. At the start of the exercise, the tasks include determining desirable qualifications and developing and ranking selection criteria based on the job posting and discussions among team members. Subsequently, each group reviews three resumes of fictitious candidates and ranks them based on the selection criteria. A group reflection and plenary discussion follow. Teaching notes, examples of classroom use and student responses are provided.

Meet the Editors

Priscilla Elsass *Organization Management Journal*
Kerri Crowne Brannen *Organization Management Journal*
Banu Ozkazanc-Pan *Gender, Work & Organization*
Ajai Gaur *Journal of World Business*
Jeanie Forray *Journal of Management Education*
Joseph Seltzer *Management Teaching Review*
Melissa Fender *Management Teaching Review*
Shanthi Gopalakrishnan *South Asian Journal of Business Studies*

The 'Meet the Editors' session will consist of a face-to-face session with editors from several quality journals. 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.

Session Chair: **David Brannon** *Towson University*

Developing Metrics to Assess the Effectiveness of Entrepreneurial Ecosystems

Constant Beugre *Delaware State University*

The present paper develops a comprehensive entrepreneurial ecosystems' effectiveness measure. The scale includes six indicators to measure entrepreneurial ecosystems' effectiveness: 1) density, 2) fluidity, 3) connectivity, 4) diversity, 5) productivity, and 6) robustness. Each of these six indicators is described along with measurement items.

Best Practices for Kick-Starting Economies: A Comparison of University, Private, and Publicly Funded Business Incubators

Jan Baum *Towson University*
Douglas Sanford *Towson University*
Matthew Lowinger *Towson University*
David Brannon *Towson University*
David Fink

Business incubators have long been touted as engines for growth of local economies. But paradoxically the management practices for business incubators varies widely. There is not a well-developed method for either measuring success or enabling the success of these incubators. Here, we address this issue by reporting the best practices as perceived by the managers of business incubators. In addition, we contrast best practices as perceived by managers for university, public sector, and private sector business incubators. Our findings demonstrate the thinking by business incubator managers regarding practices that lead to incubator success and show the contrast for the three types. By describing and sharing our findings, we aim to develop a dialog that will help business incubators to optimally impact their local economies.

Awards Reception with Buffet Lunch (All Conference)
Sponsored by University of Massachusetts Lowell

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

Acquisitions and Strategic Alliances [Strategy]

Friday | 2:15PM – 3:30PM in Kent-New Castle

Session Chair: **Bonnie Rohde** *Albright College*

What Drives Corporations to Engage? A look at Partnerships through the Lens of Resource Dependence Theory

Derek Offer *Lubin School of Business, Pace University*

Despite the importance of 'exchange' to the vitality of organizational continuity, relatively little is written on the relative influence of several key attributes – namely corporate reputation and corporate size – on the probability of organizations entering into partnering arrangements. This is especially problematic because the aforementioned relationships are critical in today's increasingly fluctuating business environments where sufficiency and sustainability are far from guaranteed. This paper therefore applies central postulates of Resource Dependence Theory to investigate these phenomena. Specifically, I propose and then test a conceptual model of a corporation's probability of entering into a partnering exchange by examining 33 firms across 3 years. Results were generally supportive of corporate size but not of corporate reputation as a predictor of probable partnering exchanges. I conclude by considering the main insights and implications of this for organization scholars and managers.

An Examination of Bankers' Fees in Acquisition Transactions

Patrizia Porrini *Long Island University-Post Campus*

The use of experts such as investment bankers and legal advisors on acquisition transactions has steadily increased (Source: Securities Data Corp). This study investigates whether bankers' fees influence acquirers' abnormal returns surrounding acquisition announcement. The study examines a sample of 531 full-ownership acquisitions completed between January 1, 1988 and December 31, 1998.

No Pain, No Gain! Unraveling the Roles of Technological Depth and Breadth on the Financial Capital a Biotech Firm Raises from a Big Pharma Partner

Mohammad Saleh Farazi *Carlos III University of Madrid*
Shanthi Gopalakrishnan *New Jersey Institute of Technology*
Ali Samei *IESE Business School*
Mike Santoro *Lehigh University*

Why do some biotech firms outperform others in obtaining large amounts of financial capital from their 'Big Pharma' partners? Of particular interest to researchers and practitioners, this question has been studied in the strategy and technology management literature but has yielded mixed findings. We address a specific form of this question: Does the depth and the breadth of technological resources of a biotech firm influence the amount of financial capital it raises through an alliance with a larger pharma partner? We find that "technological depth" in biotech firms is associated with raising more financial capital, whereas "technological breadth" is related to receiving less money. Furthermore, we also find that when firms bring a well-developed technology to the alliance, both their technological depth and breadth are positively related to the amount of money they receive.

Friday | 2:15PM – 3:30PM in King Sejong

Communication Apprehension: The Silent Destroyer of Engagement and Communication Inside and Outside the Classroom [PDW]

Joy Jones *Stockton University*

Researchers consider communication apprehension (CA) to be the most common handicap suffered by people in contemporary American society. However, although CA is one of the most extensively researched variables in the field of interpersonal communication, educators remain relatively unaware of the debilitating effects of CA on student motivation, participation, learning, and retention. Individuals with high levels of CA experience emotional distress during or anticipating communication, prefer to avoid communication, and are perceived by others and themselves as less competent, skilled, and successful. Students with high levels of CA have been found to drop out of college more frequently and receive lower grades than students with low levels of CA. In this interactive workshop, participants will test their own communication anxiety and begin to understand how to recognize and combat CA in the classroom. Participants will also learn and share techniques for embedding communication skills training within the curriculum.

Session Chair: **Tejinder Billing** *Rowan University*

A Gallivanter on a Mission: A Look at the Change-Related Personality Types and Cultural Intelligence

Abdulah Bajaba *Louisiana Tech University*
Saleh Bajaba *King Abdulaziz University*

The rising levels of globalization made expatriates and international assignments very important factors in the success of any business. Although numerous studies emphasized the importance of intercultural competence in predicting expatriates' success or intercultural effectiveness, there are still relevant antecedents and consequences of such competence that are yet to be studied. This study proposes a typology of the change-related personality types and Cultural Intelligence (CQ) in which each personality type predicts different levels of CQ. This study also investigates the effect of CQ on relevant intercultural outcomes. The findings suggest that adaptive individuals tend to have the highest levels of CQ followed by proactive individuals; change-resistant individuals tend to have the lowest levels of CQ followed by passive individuals. Moreover, CQ was found to significantly predict decreased intercultural anxiety and percentage of friends from home country. A discussion of the results, limitations, and future directions is provided.

Deconstructing Information Elaboration: The Critical Role of Framing and Initial Dialogue

Bret Sanner *LaPenta School of Business; Iona College*
Karoline Evans *Manning School of Business; University of Massachusetts Lowell*

Information elaboration is crucial for successfully responding to change, and teams inevitably frame changes in order to ground them. Yet, there is sparse knowledge around how framing affects information elaboration. In investigating framing's relationship with information elaboration, we show that framing starts a domino effect throughout information elaboration's phases. Our experiment shows that opportunity framing motivates teams to engage the change by asking questions about it, which increases the sharing and integrating of unique information thereby improving decision performance. In contrast, threat framing is followed by avoiding the change through making status quo-directed statements and then discussing shared information ultimately lowering decision performance. Our findings contribute to the information elaboration literature by helping explain differences in information elaboration's effectiveness through uncovering interdependent behaviors. Second, we move information elaboration's antecedents beyond static characteristics to include dynamic actions.

Sensemaking through a Storytelling Lens: Physician Perspectives of Health Information

Michele Heath *Cleveland State University*
Tracy Porter *Cleveland State University*

This paper utilizes content analysis with sensemaking theory as a theoretical lens to analyze physicians' interviews. The stories within this study draw attention to how sensemaking might impact the HIE implementation process. The findings demonstrated four defined manifest themes specific to sensemaking: (1) bracketing; (2) enactment; (3) social, and (4) identity construction. There were also three sub-themes: (a) financial implications, (b) practice changes, and (c) impact on professional reputation. The data demonstrated each participant singled out items or events specific to the health information exchange change process in order to make sense of the change as an entirety. No other study has applied sensemaking in an effort to gain insight into the ways physicians view the health information exchange process. Therefore, this study offers a unique perspective which might provide a framework in which to understand the possible barriers to successful implementation of health information exchange from a physician viewpoint.

Impacts of Technology & Innovation [Entrepreneurship]

Session Chair: **Saadet Elif Esposito** *University of Massachusetts Lowell*

Universities' Biotechnology Commercialization: Scaffolding an Entrepreneurial Architecture

Susan Buskirk *University of Maryland, Baltimore*

Biotechnology innovations are the basis for solutions to complex, challenging medical conditions. Reducing development time and cost may facilitate rapid translation of biotechnology to diagnostics, therapeutics, and other platform applications designed to advance medicine and improve individuals' health and welfare. As a result, many universities have adopted an entrepreneurial mission for managing and reaping the benefits of biotechnology commercialization. The purpose of this research was to examine the relationship of a university's mission identity to commercialization of biotechnology developed on its campuses. Systematic review and framework synthesis were applied to data extracted from 29 universities' websites. A priori and revised frameworks of mission, strategies, structure, leadership, and culture grounded predictive analyses, which indicated that most biotechnology patents were granted to universities that had medium strength systems. Further, the revised framework produced 31 different combinations of drivers influencing biotechnology patents with closely associated predictive power, supporting a system model.

The Technology Adoption Life Cycle: Model Building

Hung Chu *Borough of Manhattan Community College*

This paper examines the various stages a technology may enter over its useful lifespan, and how companies might respond to various changes in the competitive environment. This analysis applies concepts including creative destruction, the product life cycle, and the innovator's dilemma to the creation of a five-state technology life cycle model for technology adoption and commercialization. This is followed by an examination of how firms can respond to each stage in the life cycle of technology they market, and which responses produce the best results.

Selective Revealing: A Trigger Mechanism for Interorganizational Relationships

Saadet Elif Esposito *University of Massachusetts Lowell*

In this paper, I examine the concept of Selective Revealing and I attempt to shed light on the dynamic nature of selective revealing within the context of coupled mode of open innovation. Approaching selective revealing as a trigger mechanism for interaction between organizations forming interorganizational relationships as well as creating innovation ecosystems, networks and communities, I propose a continuous and dynamic approach to selective revealing between problem and solution revealers. With an interdisciplinary theoretical approach, I attempt to demonstrate that selective revealing may have influence on cooperative interorganizational relationships under the umbrella of open innovation and user innovation through its continuous and dynamic nature.

Innovating the Internship Experience for Business Education Programs [PDW]

Noel Criscione-Naylor *Stockton University*
Tara Marsh *Stockton 28niversity*
Dayna DeFiore *Stockton University*

Internships are the building blocks of student potential. They provide the necessary means for students to gain real-life experience and exposure to industry opportunities while learning about themselves and evaluating their areas of interest for the long-term. As such, internships have demonstrated success in students gaining relevant knowledge, skills, and experiences. Furthermore, internships contribute to the development of student professional networks and contribute to improved competitiveness in the job market post-graduation. With a number of growing markets and increased competition for talent recruitment, institutions must direct efforts and emphasize developing and supporting internship programs and opportunities for students. This panel is intended to begin to build a network of administrators, faculty, and support staff to further identify and promote best practices and collaboration of resources relative to supporting and sustaining internship opportunities for students.

Teaching Online Cases

Session Chair: **Steven Ellis** *Florida International University*

The purpose of this brief seminar is to share some insights and best practices of thoughtful people who have made progress in the arena of online facilitation of a case-based course that your online case-based classes may be as satisfying to you, the instructor, and engaging and transformational for your students as your face-to-face case-based classes.

Refreshment Break
Sponsored by Ethics Game

Take a break, grab a quick snack, and chat with friends before heading off to your next round of sessions.

Compact Cases: Next Steps

Session Chair: **Rebecca Morris** *Westfield State University*

This session will serve two purposes: (1) to provide Hackathon participants with an opportunity to briefly present their Compact Cases (developed in Part II) and to receive feedback on them and (2) to present next steps for readying the Compact Case for journal submission. The goal is to ensure that the small groups have a sufficient direction for finalizing their cases and teaching notes so that actual journal submissions will occur.

Cross-border Management [Strategy]

Session Chair: **Huy Q. (David) Tran** *Albright College*

Beyond Cultural Distance: Developing a Richer Measure of Psychic Distance for Emerging Markets

Leah Z.B. Ndanga *West Chester University*
Mzamo P. Mangaliso *University of Massachusetts Amherst*

This study heeds the call for an aggregated distance measure by developing an updated measure of psychic distance that acknowledges the intricacies of institutional, cultural and economic differences based on complex historical entanglements. The study's central argument is that the current psychic distance measures do not fully acknowledge the importance of countries' histories as these may create ties that shorten previously hypothesized large(r) distance measures. Using South Africa as the base country, we develop an aggregated measure of psychic distance with 20 underlying indicators, including both cultural and institutional distance. Although the relationship between the constructs is kept linear and additive, the magnitudes of the indicators are dynamic and result in a panel of psychic distance measures.

On the Internationalization of Hybrid Firms

Fernando Angulo *MacEwan University School of Business*
Albena Pergelova *MacEwan University School of Business*
Leo-Paul Dana *Montpellier Business School*

This study addresses current academic discussions, about international business, and about firms that combine social and profit objectives at their core, i.e., hybrid organizations. Building on the attention-based view of the firm to explain why hybrid firms are less likely to internationalize compared to profit-focused counterparts, we suggest several boundary conditions that mitigate or amplify the internationalization challenges of hybrid firms. Using a representative data set of small and medium-sized indigenous businesses, our findings confirm that hybrid firms are less likely to internationalize than profit-focused ones; however, findings reveal that hybrid firms mitigate their lack of internationalization when the organization leverages economic networks and when the levels of institutional isomorphism are high. Social networks and government support amplify the internationalization challenges of hybrid firms.

Culture, Context, and Mindsets in Entrepreneurship [Entrepreneurship]

Session Chair: **Bonnie Rohde** *Albright College*

Entrepreneurship & Socio-Economic Change

Leo-Paul Dana *Montpellier Business School*

This paper examines the case of St. Martin, the smallest inhabited landmass shared by two governments and comprised of two entire subnational island jurisdictions. Since the 1648 Treaty of Concordia, France and the Netherlands have peacefully shared St. Martin. Traditionally very dependent on decision-makers in Paris, the French side of this island became a collectivité d'outre-mer (an overseas community of France) in 2007. The Dutch side had already long enjoyed relative autonomy, using the Netherlands Antillean guilder (florin), while the north side was using the French franc and later the euro. Belonging to a power can offer benefits of "autonomy without sovereignty" such as aid-financed infrastructure and communications, higher-quality health and educational systems, and preferential trade – but also regulatory requirements that can impact entrepreneurship, economic development and social change. The case study of St. Martin can tell us about entrepreneurship on small islands.

Studying Consumer Ethnocentrism as a Factor for Depressed Rates of Black Entrepreneurship

Michael N. Ogbolu *Howard University*
Robert P. Singh *Morgan State University*

The rate of black entrepreneurship has lagged the national average for decades. Rather than look at financial factors, as most of the literature that has explored the disparity has done, we examine the role of consumer ethnocentrism and the different views black and white consumers have about black and white entrepreneurs. Using t-test results based on the responses of 747 respondents, we found support for two hypotheses that indicate that black respondents did not demonstrate higher levels of consumer ethnocentrism than white respondents toward a black-owned business, while white respondents did demonstrate consumer ethnocentrism toward a white-owned business. This paper discusses the implications of our results, offers new insights into the lagging rate of black entrepreneurship, and discusses future directions for research.

Resilience and Perseverance Under Uncertainty in Entrepreneurial Environments: Leadership Issues Faced When Scaling New Ventures or Reconfiguring in the Face of Disruption

Pauline Assenza *Western CT State University*
Kevin Burnard *Western CT State University*

This research proposal investigates the degree to which underlying founding values contribute to resilience when navigating the life cycle of any enterprise. As organizations develop, external challenges or exogenous shocks may create tension within the leadership structure, predisposing individuals to take action without fully analyzing or appreciating the effects of this action on the long-term health of the enterprise. So what should organizational leaders, especially founders of new ventures or those charged with reconfiguring organizations in the face of disruption, consider as they try to make sense of the options available for dealing with uncertainty as the enterprise grows and adapts to systemic conditions? If an appreciation of resilience is important to future sustainability and success, how can foundational and sustainable ideas or beliefs be instilled early on within the life cycle of an enterprise? How can a mindset of resilience be maintained over time as adjustments become necessary?

EAM International: Preview of Dubrovnik, Croatia Conference

Session Chair: **Joy Schneer** *Rider University*

Joy Schneer *Rider University*
David Ford *UT Dallas*

Come and hear about the plans for the upcoming Eastern Academy of Management International Conference in Croatia (June 16-20, 2019). The EAM-I conferences are a source of international collaboration and learning among academics and practitioners. The conference will be held at RIT Croatia in Dubrovnik. Dubrovnik is a stunning Croatian city on the Adriatic Sea. The walled city and seaport are major tourist destinations and a UNESCO World Heritage Site. Dubrovnik is easily accessible by plane from many cities throughout Europe.

All registered and potential EAM-I attendees are welcome to come to this session.

Session Chair: **Kimberly Merriman** *University of Massachusetts Lowell*

Freelancers: A Manager's Perspective on the Phenomenon

Yair Zadik *Ben-Gurion University*
Liad Bareket-Bojmel *Peres Academic Center*
Or Shkoler *Ariel University*
Aharon Tziner *Peres Academic Center & Netanya Academic College*

. This work is set to explore the motivations of managers to hire freelancers and the boundary conditions for choosing freelancers for different positions within the organization. Past perceptions of freelancers as 'gig workers' who allow flexibility and cost saving to organizations are questioned. . 255 Israeli managers from different organizational sectors participated in two independent studies. In Study 1, managers' perception of freelancers and main motivations for employing freelancers were measured for different job types and organizational roles. Study 2 aimed to deepen the understanding of the personal and professional attributes that managers look for when faced with the decision to employ a freelancer for an organizational task. Results indicate that knowledge and expertise were identified by managers as baseline criteria for hiring freelancers in all organizational roles. The leading personal characteristics managers look for when hiring freelancers were adjustability, adaptability and the ability to integrate . .

Personal Growth Initiative: The Effects of Person-Organization Fit, Authentic Leadership, and Work Empowerment

Baek-Kyoo Joo *Slippery Rock University of Pennsylvania*
Sohee Park *Inje University*
Suhyung Lee *University of Minnesota*

The purpose of this study was to investigate the effects of person-organization fit (POF), authentic leadership, and work empowerment on personal growth initiative (PGI), using data of 235 employees in a Korean telecommunication firm. The demographic variables, POF, and authentic leadership accounted for 54% of the variance in work engagement. Next, the demographic variables, POF, authentic leadership, and work engagement explained 36% of the variance in PGI. In addition, authentic leadership turned out to significantly moderate the relationship between POF and PGI. Last, we found that work empowerment partially mediated the relationship between POF and PGI. This study introduced a relatively new construct, PGI, to the field of human resource and organizational behavior. Managers and human resources practitioners can help employees increase their PGI by providing better practices for POF, authentic leadership, and work engagement, so that they can win more employability in today's competitive labor market.

Digital Freelance Platforms: Distinguishing Mechanisms for Equity in Hiring and Pay

Kimberly Merriman *Manning School of Business, UMass Lowell*
Lauren Turner *UMass Lowell*
David Morand *Pennsylvania State University Harrisburg*

Organizations increasingly engage with digital freelance ('gig' work) platforms to bring flexibility and expertise to their workforce. However, this contemporary mode of hiring has prompted social criticism over gig worker economic wellbeing. The following expands this discourse by focusing on a fundamental human resource management aspect that has received far less consideration — the potential for digital freelance platforms to promote equity in hiring and pay for traditionally disadvantaged groups. We identify dynamics inherent to an archetypal skilled freelance platform that support such equity: low uncertainty regarding worker quality, low search costs for clients seeking freelancers, and high transparency of information surrounding each platform exchange. A wide range of research is assimilated to derive this conceptual treatment and bring greater clarity to the nascent narrative surrounding digital freelance platforms. We conclude with consideration of threats remaining to gig worker economic wellbeing and implications for scholarship and practice.

Socialization, Social Inclusion, and Political Environment in OB Studies [OB]

Session Chair: **Antigoni Papadimitriou** *Johns Hopkins University*

The Transformation of Mentoring Relationships in Academe: An Examination of Cross-Sex and Cross-Race Dyads

Catrina Palmer *Rutgers University*

Because women and racial minorities are disproportionately underrepresented in the upper echelons of organizations compared to white men, they often have to depend on cross-sex and/or cross-race mentoring relationships to support their career goals. Existing literature has found that mentoring relationships may increase the chances for women and racial minorities to gain access to mentors. While an extensive literature on mentoring relationships exists, there is insufficient attention to the outcomes of mentoring relationships. Specifically, not much is known about the mechanisms that enable mentoring relationships to continue, nor about those that cause these relationships to end. Some mentoring relationships barely get off the ground, and even when mentoring relationships work, the average duration is only about 3 years. My research examines the progress of cross-sex and cross-race mentoring relationships within the context of academia. I consider how mentoring relationships develop, are transformed, and when and whether they end.

The Sound of Silence: What Happens When Employee Voice is (or is not) Expressed

Mirit K. Grabarski *University of Western Ontario*
Alison M. Konrad *University of Western Ontario*
Charlice Hurst *University of Notre Dame*

This study investigates how transformational leadership affects employee positive and negative behaviors via psychological safety and voice. We predicted and tested a doubly mediated relationship between transformational leadership and employee behaviors - helping and production deviance - as a function of expressing or withholding voice. Drawing from a multi-source longitudinal study of 539 knowledge workers and using multivariate regression we tested our mediation hypotheses and potential qualifying factors. Our findings support the hypotheses that psychological safety and voice mediate the relationships between transformational leadership and the behavioral outcomes. In addition, the relationship between voice and helping behavior was moderated by task interdependence, and the relationship between voice and production deviance was moderated by employee agreeableness. This paper provides evidence for the important role of voice as evoking emotional reactions that can lead to behaviors that can benefit or harm the organization.

Keynote Address with Dr. Herman Aguinis
The Credibility of Research and Challenges for Management Scholars and Educators' Careers

Dr. Herman Aguinis, Avram Tucker Distinguished Scholar and professor of management at The George Washington University School of Business, is an expert on organizational research methods and he engages in multidisciplinary research on the acquisition and deployment of talent in organizations. A Web of Science report notes him among the world's 96 most impactful researchers in economics and business based on 2006-2016 articles ranked in the top 1% by citations. His impact comes via nearly 160 refereed journal articles, 9 books, 45 book chapters, monographs, or other publications, 300 keynote addresses and presentations, and 130 invited presentations in all seven continents except for Antarctica. He is a fellow of the Academy of Management, has received numerous awards for his scholarship and service, and is on the elected track to serve as President of AOM.

Presidential Reception (Heavy Hors D'oeuvres)
Sponsored by Suffolk University

Please join us following our Keynote Address for conversation, hors d'oeuvres, and refreshments at our reception.

How to Write a Case and Get Published in The CASE Journal

Session Chair: **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

Mid-career and Senior Consortium

Joseph Seltzer *LaSalle University (Retired)*
Joan Weiner *Drexel University*
Dale Finn *University of New Haven*
Sandy Morgan *University of Hartford*

An opportunity for people to have a facilitated, confidential conversation about issues relating to being at a mid-career or senior stage or to talk about retiring or being retired.

Saturday | May 11

Continental Breakfast
Sponsored by Fairleigh Dickinson University & Rowan University
7:30am – 8:30am in Ballroom

Track Chairs Breakfast (Invite-Only)
7:30am – 8:30am in Marshall

Conference Registration
8:00am – 10:00am in Ballroom Foyer

EAM Business Meeting
11:30am – 12:30pm in Marshall

New Board of Governors Meeting
12:30pm – 1:30pm in Ballroom

Session Chair: **William Obenauer** *Rensselaer Polytechnic Institute*

We are the Champions: Championing Change Among Community Policing Officers

Hina Kalyal *University of Western Ontario*
Mirit K. Grabarski *University of Western Ontario*
Stephen D. Mastrofski *George Mason University*

Community oriented policing is a philosophy based on police-public partnership and has faced significant challenges regarding implementation despite its popularity. In order to increase the chances for organizational change to succeed, it is important to ensure that the employees support it. The present study employs the Information-Motivation-Behavior skills (IMB) model (Fisher & Fisher, 1992) to determine whether adequate information in the form of training, along with and job autonomy, can develop change-related self-efficacy, which subsequently may affect positive change behaviors among employees. Based on a survey of 476 first-line officers in a large police department in Virginia, our results suggest that field training and job autonomy are directly and indirectly associated with change-championing behavior. The study makes a theoretical contribution to the IMB theory, and a practical contribution to HR practitioners that face the need to implement change programs in various organizations and wish to impact employee attitudes towards change.

Performance Evaluation, Social Influence and Academics' Performance Behaviours

Ehtasham Ghauri *Otago Polytechnic*
Ralph Adler *University of Otago*

This study examines academics' perceptions about their institutions' performance evaluation (PE) focus and the influence these perceptions have on academics' attitudes and subsequent behaviours. A survey of more than 1,000 New Zealand (NZ) academics finds that academics who perceive their universities' PE systems as outcome focused are more likely to exhibit compliant behaviours. In contrast, when universities' PE systems are perceived as being values-driven and supportive of collegiality, the academics exhibit internalised behaviours. Not only do these findings show that different PE systems are associated with different performance behaviours, but the results further show that academics with internalised attitudes score higher in research assessments than academics with compliance-based attitudes.

It Gets Worse With Time: An Examination of the Gender Pay Gap Among Government Employees

William Obenauer *Rensselaer Polytechnic Institute*

Multiple analyses show economic trends indicating that women earn less than men despite the fact that they attain college education at comparable rates. These trends have also raised questions regarding the conditions in which the gender pay gap is likely to emerge. We examined this issue using salary data for employees of the State of Florida. Using hierarchical linear modeling, we accounted for differences within specific employment positions as well as within state agencies. Our analyses showed consistent support for an overall gender pay gap, but they indicated that this inequity was neutralized in at least one female-dominated occupation (secretarial positions). Contrary to our expectations, we found that while there was a gender pay gap in leadership positions it did not differ from that of the rest of our sample. Our results also offered insight into the positive relationship between employee tenure and the gender pay gap.

Skills Building and Simulations [MED]

Session Chair: **Pauline Stamp** *Hartwick College*

An Innovative Approach to Improving Career Readiness in the College Classroom through Remote, On-Demand Video Simulations

Dan Koys *DePaul University*
Hyder Abadin *Javelin Learning Solutions*

Employers complain that too many college graduates are not career ready. Using on-demand video technology, undergraduate business students engaged in a series of workplace video simulations designed to improve their career readiness. The students provided their video responses via a webcam as if they were in those situations. Third-party human assessors scored the videos using behavioral descriptors for the competencies of critical thinking, professionalism, teamwork, and communication. Pre-test and post-test results indicated significant improvement in the students' demonstration of those competencies. Results suggest that on-demand video simulations may be a useful new tool to close the career readiness skills gap.

Universal Design for Learning (UDL) in Management Education: How to Plan and Design a Management Skills Building Course with Variability in Mind

Filiz Tabak *Towson University*
Douglas Sanford *Towson University*

We apply Universal Design for Learning (UDL) principles to re-structure a management and team building skills course. UDL principles allow students multiple means of representation, action and expression, and engagement. We focus on bridging two sections of a course originally delivered in hybrid and face-to-face formats and propose a method to apply UDL. In particular, we offer students a choice between course formats while maintaining integrity in content, evaluation, and assessment. Our proposed approach is designed to accommodate different student learning styles while addressing the issue of faculty reluctance to adopt UDL. Further, our paper develops a practical guide to professors seeking to incorporate multiple learning methods and assessments into course design.

Learning Outcomes in Capstone Business Simulation: Comparing On-ground and Online Instructional Formats

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

This paper examines the learning assurance results from strategic management capstone courses delivered in distance learning (DL) and traditional classrooms (on-ground, OG) formats. Results from multivariate statistical analyses find that there are significant differences in learning assurance report (LAR) scores by delivery format (on-ground vs. DL), for gender and delivery format, and academic major and delivery format. Simulation performance was higher for DL students though the relationship between simulation performance and final course grade was not significantly different for OG and DL cohorts. Implications of the findings are discussed and suggestions for future work offered. The limitations of LAR scores (e.g., deficiency of measures) are considered.

Professional Development Workshop: Women in Leadership [PDW]

Noel Criscione-Naylor *Stockton University*
Joy Jones *Stockton University*
Jane Bokunewicz *Stockton University*
Robin Frkal *Assumption College*
Esther Lawrence *Stockton University*

This interactive session is focused on exploring the challenges and complexities that face women in leadership. The goal is to provide a forum for discussion of current research and trends surrounding women in leadership. Participants will have the opportunity to examine their own experience in the context of this research and to collaborate with other business educators to develop ideas on ways in which they can contribute to systematic change for women at work.

Session Chair: **Baek-Kyoo Joo** *Slippery Rock University of Pennsylvania*

A Theoretical Approach to Using Organizational Narratives as a Tool for Inclusion in Leadership

William Obenauer *Rensselaer Polytechnic Institute*

For decades, researchers have explored both the intentional and unintentional consequences of using narratives within organizations. Despite the extensive body of research that has developed in this area, there are still many potential unintended consequences of narrative use that have gone unexplored. One potential consequence is the effect that narratives have on the underrepresentation of females in leadership positions. In this paper, we integrate the narrative literature with leadership categorization theory to develop a theoretical model as to how organizational narratives influence the acceptance of a male leadership prototype. We propose that the gender of characters in the narrative, frequency of references to gender, and embracement of gender stereotypes in narratives all play an important role in this process.

Empowering Leadership and Employee Creativity: The Mediating Roles of Knowledge Sharing Intention and Work Engagement

Baek-Kyoo Joo *Slippery Rock University of Pennsylvania*
Soo Jeoung Han *Boise State University*
Jeong-Ha Yim *University of Georgia*
Young Sim Jin *Hanyang University*

The purpose of this study was to investigate the relationship between empowering leadership and employee creativity and the mediating roles of work engagement and knowledge sharing intention (KSI) in the relationships, using the data of 302 knowledge workers from a leading South Korean telecommunication company (response rate: 70%). Based on the structural equation modeling analyses, the direct effect of empowering leadership on employee creativity turned out to be non-significant. However, we found the significant mediation effects of work engagement and KSI. Empowering leadership explained 42% of the variance in work engagement. In addition, empowering leadership and KSI accounted for 52% of the variance in KSI. Then, empowering leadership, work engagement, and KSI explained 61% of the variance in employee creativity. Based on Bootstrap analyses, both work engagement and KSI partially mediated the relationships between empowering leadership and employee creativity except for one hypothesis (i.e., empowering leadership – KSI – creativity).

The Skills Behind Effective Followership

Robert M. Schindler *Rutgers University - Camden*
Chester S. Spell *Rutgers University - Camden*
James D. LoRusso *Princeton University*

Followership can be considered simply as the ability to follow effectively in any situation. We propose that this ability to follow involves becoming skilled in the use of a particular set of mental actions. We examine research in both academic management and in other fields to develop descriptions of these mental actions and consider how they could be formed into a core set of teachable followership skills. We then outline a plan of research to test this mental-action approach to followership and to move toward the more effective teaching of followership skills.

Saturday | 10:00AM - 11:15AM in Knowles

Session Chair: **Elizabeth A. McCrea** *Seton Hall University*

Environmental Innovation Investment Decisions

Bari Bendell *Suffolk University*

Prior research suggests that family firms are more likely to engage in environment-friendly practices. However, the source of this difference is less clear. The primary objective of this experimental study is to investigate how environmental innovation tradeoffs are simultaneously evaluated within family and nonfamily firms based on their level of engagement with government and industry stakeholders. After analyzing 1,936 business owner decisions, the results indicate that family firms leverage investments in environment-friendly innovations to maintain strong government relationships as part of a regulatory oversight strategy and to avoid reputation threats. This research contributes to the development of a more comprehensive theoretical synthesis among the fields of CSR, family business, and stakeholder theory, while also laying the groundwork for further empirical exploration. Theory and practice implications are discussed.

Active Non-Employee Owners: Informal Impact on Family-Owned SMEs

Alexandra Galli-Debicella *Western Connecticut State University*

Families are often an integral part of small and medium size enterprises (SMEs). Often family members are heavily involved with the operations of an SME, yet hold no formal role or title in the organization. The owner and CEO's spouse, children, or other relatives could hold disproportionate influence over decisions without any formal responsibilities. These active non-employee owners could have an impact on the organization culture or influence over the employees. In this paper, we look at the active non-employee owners' in SMEs and the emotional impact they have on non-family employees in hopes to explore in future research the impact on the organization.

zest: A Passion for Food & Entrepreneurship

Jena Angeliadis *Seton Hall University*
Elizabeth McCrea *Seton Hall University*

Luciana Gencarelli's new business career was not going well. As a recent graduate, she had been excited to start the next phase of her life. But finance and IT internships and a full-time corporate job left her cold. She was bored. Winning a business plan competition during her first year of college had reinforced her interest in entrepreneurship. And she loved experimenting with new healthy recipes, especially dairy- and gluten-free dishes. Could she translate her passion for healthy food and her love of entrepreneurship into a livelihood? Gencarelli starting dabbling with business ideas at night and on weekends, while still working at her "day job" to pay the bills. Eventually she took the plunge and launched zest, a restaurant that offered "delicious and nutritious food" in a "family like, happy environment." At the end of the case, students are challenged to determine where zest should go next.

Saturday | 11:30AM - 12:30PM in Ballroom
Refreshment Break
Sponsored by Merrimack College & Towson University

Take a break, grab a quick snack, and come sit in on our EAM Business Meeting.

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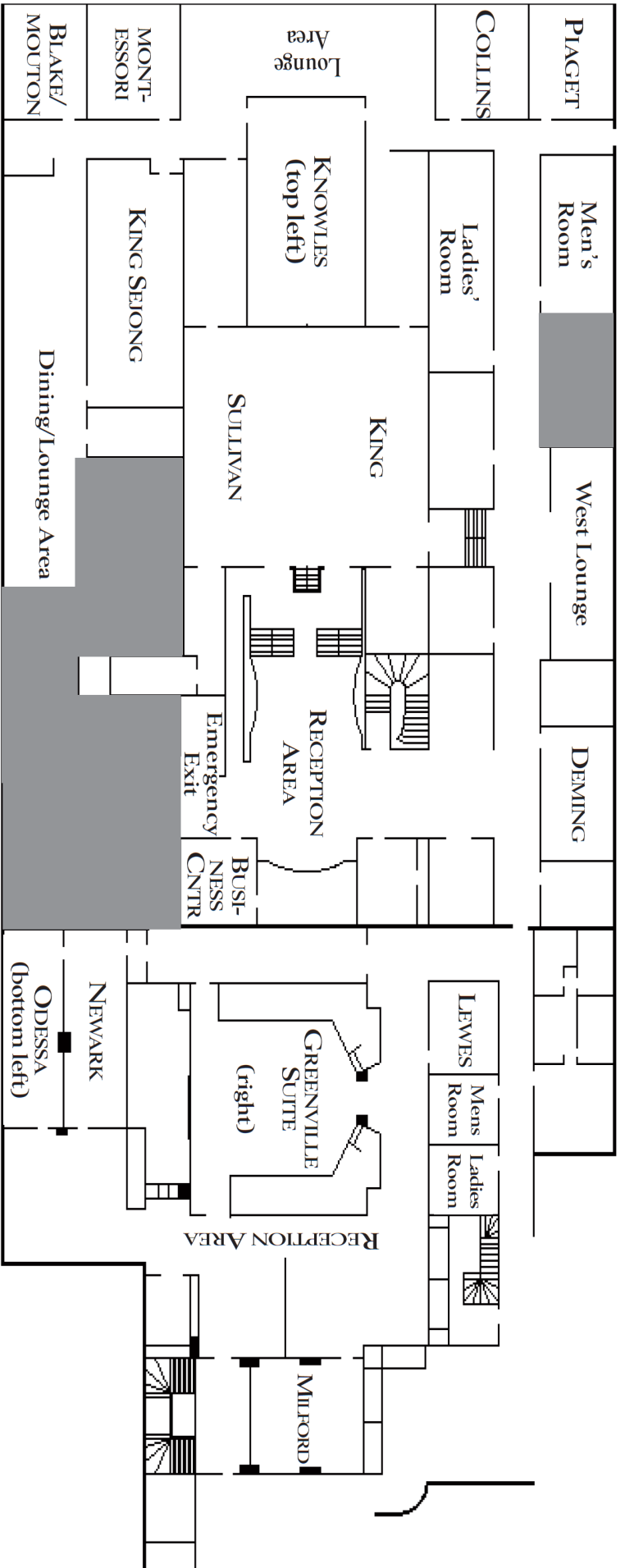## Conference Theme: Being Human in the Digital World

SUBMISSION DEADLINE NOVEMBER 30, 2019

In the new age of the digital world, human skills are in great demand. What are these skills? How do humans interact with digitization, automation, big data, artificial intelligence and other new frontiers of technology? How do we develop these skills required in this new age? How do faculty change the way we teach to prepare our students? The Eastern Academy of Management community will get together to explore these and other management issues in research, teaching and learning.

Join us in downtown historic art district of Portland, a short walk to the Old Port and some of the best restaurants, retail shops, museums and artistic venues in Maine. Each of the guest rooms features a stunning view of downtown, the harbor or Casco Bay. Situated adjacent to Interstate 95, two hours north of Boston and four hours from Hartford, Portland is convenient to get to for travelers coming from the north or the south. The Portland International Jetport (PWM), just 3 miles from downtown, offers nonstop flights to over a dozen cities across the U.S. and Canada as well as worldwide connections

PIAGET

COLLINS

Lounge Area

MONT-ESSORI

BLAKE/MOUTON

Men's Room

Ladies' Room

KNOWLES (top left)

KING SEJONG

Dining/Lounge Area

KING

SULLIVAN

West Lounge

DEMING

RECEPTION AREA

Emergency Exit

BUSI-NESS CNTR

LEWES

Mens Room

Ladies Room

GREENVILLE SUITE (right)

NEWARK

ODESSA (bottom left)

RECEPTION AREA

MILFORD

Second Floor Meeting Space

KENT

NEW CASTLE

214-218

WINTERTHUR SUITE

SUITE 208

Men's Room

Ladies' Room