WAM 2021
62\textsuperscript{nd} Annual Meeting
HELD VIRTUALLY
April 21 – 24, 2021

Theme: Restoration
The Western Academy of Management expresses its gratitude to its generous supporters:

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AT THE UNIVERSITY OF NEVADA, RENO

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http://jmi.sagepub.com/
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**PLEASE NOTE: All times in the program are Pacific Daylight Time**
# PROGRAM AT-A-GLANCE

## WEDNESDAY, APRIL 21

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>9:00am-4:00pm</td>
<td>Doctoral &amp; Junior Faculty Consortium</td>
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## THURSDAY, APRIL 22

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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>8:30am-8:45am</td>
<td>Welcome by Ana Maria Peredo, WAM 2021 President (WAM Terrace)</td>
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<tr>
<td>9:00am-10:30am</td>
<td>Workshop: The Professorship 1</td>
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<td>10:45am-12:00pm</td>
<td>Workshop: Relationships-Connections 1</td>
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<td>12:00pm-1:00pm</td>
<td>Developmental Paper Sessions: Environment-Context; Leaders</td>
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<td>1:00pm-2:00pm</td>
<td>Developmental Paper Sessions: People</td>
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<tr>
<td>2:00pm-3:30pm</td>
<td>Workshop: Environment-Context 2</td>
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<tr>
<td>3:45pm-5:00pm</td>
<td>Workshop: Relationships-Connections 2</td>
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## FRIDAY, APRIL 23

<table>
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<tr>
<th>Time</th>
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<tr>
<td>8:00am-8:45am</td>
<td>&quot;Kamingespräch&quot; with 2021 JMI Scholar Martin Hoegl (WAM Terrace)</td>
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<tr>
<td>9:15am-10:15am</td>
<td>Traditional Papers Leaders Session 1</td>
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<td>10:45am-11:45am</td>
<td>Traditional Papers The Firm Session 1</td>
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<tr>
<td>12:00pm-1:00pm</td>
<td>Developmental Paper Sessions: Relationships-Connections; The Firm</td>
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<tr>
<td>1:00pm-2:00pm</td>
<td>Developmental Paper Sessions: The Workplace; The Professorship; Communications (Environmental-Context; People; The Firm)</td>
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<td>2:00pm-3:00pm</td>
<td>Traditional Papers Leaders Session 3</td>
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<tr>
<td>3:15pm-4:45pm</td>
<td>Workshop: The Workplace 2</td>
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<tr>
<td>5:00pm-8:00pm</td>
<td>Fireside Chat with 2021 JMI Scholars Maureen Ambrose and Marshall Schminke followed by &quot;WAM After Hours&quot; (WAM Terrace)</td>
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## SATURDAY, APRIL 24

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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:00am-8:00am</td>
<td>Morning Meet &amp; Greet (WAM Terrace)</td>
</tr>
<tr>
<td>8:00am-9:00am</td>
<td>Traditional Papers Environment-Context Session 1</td>
</tr>
<tr>
<td>9:30am-10:30am</td>
<td>Traditional Papers People Session 1</td>
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<tr>
<td>11:00am-12:00pm</td>
<td>Traditional Papers The Workplace Session 1</td>
</tr>
<tr>
<td>12:30pm-1:45pm</td>
<td>ASCENDANT SCHOLARS Session</td>
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<tr>
<td>2:00pm-3:30pm</td>
<td>Traditional Papers Relationship-Connections Session</td>
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<tr>
<td>4:00pm-4:30pm</td>
<td>Traditional Papers The Professorship Session</td>
</tr>
<tr>
<td>4:45pm-6:15pm</td>
<td>AWARDS &amp; CLOSING</td>
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Farewells at the WAM Terrace
WAM FUTURE SITES

2022 Hilton Waikoloa Village, 69-425 Waikoloa Beach Drive, Waikoloa, Hawaii, 96738
2023 Renaissance Reno Downtown Hotel, One South Lake Street, Reno, Nevada 89501

2020-2021 WAM OFFICERS

President
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Kim Hinrichs, University of California Chico

Vice President & Program Chair 2022
Antoaneta Petkova, San Francisco State University

Communications Officer
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Kathryn Aten, Naval Postgraduate School

Representative at Large (two-year)
Jyoti Bachani, Saint Mary's College of California

Representative at Large (three-year)
Chet Barney, University of South Dakota

Past President
Thomas Wright, CEO, Wright Institute of Organizational Learning
WAM 2021 SCHEDULE

(All events take place in the Whova platform, unless otherwise noted)

The WAM Terrace is open throughout WAM Virtual 2021: the place to meet with your WAM friends and colleagues.

After your Session, Workshop, Panel or Symposium, please continue the discussion in the Track’s Room at the WAM Terrace

WEDNESDAY, APRIL 21

9:00am – 4:00pm Doctoral & Faculty Consortium

THURSDAY, APRIL 22

8:30am – 8:45am Welcome by Ana Maria Peredo, WAM 2021 President (WAM Terrace)
9:00am – 10:30am Workshop: The Professorship 1
          Workshop: Communication
          Workshop: Environment-Context 1
10:45am – 12:00pm Workshop: The Professorship 2
                    Workshop: Relationships-Connections 1
                    Workshop: The Workplace 1
12:00pm – 1:00pm Developmental Paper Sessions: Environment-Context; Leaders
1:00pm – 2:00pm Developmental Paper Sessions: People
2:00pm – 3:30pm Workshop: Environment-Context 2
             Panel: Relationships-Connections 1
3:45pm – 5:00pm Workshop: Relationships-Connections 2
             Panel: Relationships-Connections 2

FRIDAY, APRIL 23

8:00am – 8:45am “Kamingespräch” with 2021 JMI Scholar Martin Hoegl (WAM Terrace)
9:15am – 10:15am Traditional Papers - Leaders Session 1
           Traditional Papers - The Firm Session 1
10:45am – 11:45pm Traditional Papers - Leaders 2
                 Traditional Papers - The Firm
12:00pm – 1:00pm Developmental Paper Sessions: Communications (People; The Firm)
1:00pm – 2:00pm Developmental Paper Sessions: The Workplace; The Professorship; Communications; People
2:00pm – 3:00pm Traditional Papers - Leaders Session 3
Traditional Papers – The Firm 3
3:15pm – 4:45pm Workshop: The Workplace 2
Workshop: People 1
5:00pm – 8:00pm Fireside Chat with 2021 JMI Scholars Maureen Ambrose and Marshall Schminke followed by “WAM After Hours” (WAM Terrace)

SATURDAY, APRIL 24

7:00am – 8:00am Connect at the WAM Terrace for your morning ‘Meet & Greet’
8:00am – 9:00am Traditional Papers – Environment-Context 1
Traditional Papers – People 1
Traditional Papers – The Workplace 1
9:30am – 10:30am Traditional Papers – Environment-Context 2
Traditional Papers – People 2
Traditional Papers – The Workplace 2
11:00am – 12:00pm Traditional Papers – Environment-Context 3
Traditional Papers – People 3
12:30pm – 1:45pm ASCENDANT SCHOLARS Session (WAM Terrace)
2:00pm – 3:30pm Traditional Papers – Relationship-Connections Symposium: Relationship-Connections
4:00pm – 4:30pm Traditional Papers – Communication
Traditional Paper – The Professorship
4:45pm – 6:15pm Awards + CLOSING Session (WAM Terrace)

*Say farewell to your friends and colleagues at the WAM Terrace*
WAM 2021 PROGRAM SCHEDULE

WEDNESDAY, APRIL 21

9:00am – 4:00pm  DOCTORAL & FACULTY CONSORTIUM

THURSDAY, APRIL 22

SCHEDULE OVERVIEW  8:30am – 8:45am  Welcome by Ana Maria Peredo, WAM 2021 President (WAM Terrace)
    9:00am – 10:30am  Workshop: The Professorship 1
                        Workshop: Communication
                        Workshop: Environment-Context 1
    10:45am – 12:00pm  Workshop: The Professorship 2
                        Workshop: Relationships-Connections 1
                        Workshop: The Workplace 1
    12:00pm – 1:00pm  Developmental Paper Sessions: Environment-Context; Leaders
    1:00pm – 2:00pm  Developmental Paper Sessions: People
    2:00pm – 3:30pm  Workshop: Environment-Context 2
                        Panel: Relationships-Connections 1
    3:45pm – 5:00pm  Workshop: Relationships-Connections 2
                        Panel: Relationships-Connections 2

8:30am – 8:45am  Welcome by Ana Maria Peredo, WAM 2021 President (WAM Terrace)

9:00am – 10:15am  WORKSHOP – THE PROFESSORSHIP 1

Publishing Management Learning and Education Research
Paul Hibbert¹, Arran Caza², Marissa Edwards³, Megan Gerhardt⁴, Danna Greenberg⁵, Jennifer Leigh¹, Clare Rigg⁶
¹University of St Andrews, ²University of North Carolina, ³University of Queensland, ⁴Miami University, ⁵Babson College, ⁶University of Liverpool

Management learning and education is a well-established area of study. Yet many business school scholars remain unclear about the tweaks, differences in orientation and emphasis between journals in the field. This PDW will provide participants with general and one-to-one support and advice from Editors and Associate Editors of two leading, international journals this domain: Academy of Management Learning & Education, and the Journal of Management Education. The workshop is split in two parts. First, editors introduce their journals followed by a discussion with the audience. This will enable participants to understand the differences between the journals and to more effectively orient their paper towards a specific outlet. The second part of the workshop is focused on manuscripts submitted ahead of the workshop. The facilitators will offer feedback, in small groups, to help improve these manuscripts and to better address the readership of specific journals in the field.
9:00am – 10:30am       WORKSHOP – COMMUNICATION

Paper Writing Workshop for Early Career Researchers: Effective Theoretical Background, Hypothesis Development and Discussion Sections
Caren Rodrigues¹, Anup Krishnamurthy¹
¹St. Joseph’s Institute of Management

This research-related workshop focuses on the process of writing an academic paper. Many young scholars have great data, robust methods, and interesting findings and yet, their work is rejected because their theoretical background, hypotheses development, and discussion sections do not pass muster. We seek to address these issues through research-based exercises. We base our suggestions in the Logic discipline. By framing our solutions in terms of logic, participants across minority demographic groups can benefit, as logic is universal. We frame all paper writing errors as one of the following: (i) premises are unsupported by extant theory (ii) conclusions do not coherently follow from premises (iii) too many assumptions, resulting in leaps in logic (iv) a discussion section that lacks contribution to theory (v) a failure to consider the journal audience. The exercises and the solutions are borrowed from accepted/rejected work from top management journals based in the US and Europe.

9:00am – 10:30am       WORKSHOP – ENVIRONMENT-CONTEXT 1

A Contemplative Art Salon: How Art Can Humanize Management
Jyoti Bachani¹, Steve Taylor², Christopher Michaelson³, Ramya Venkateshwaran⁴, Janani Murali⁵, Raza Mir⁶
¹Saint Mary’s College of California, ²Worcester Polytechnic Institute, ³University of St. Thomas, ⁴Indian Institute of Management Calcutta, ⁵Padmalaya Dance Foundation, ⁶William Patterson University

Scholars who have used different art forms in their teaching, research and practice, as a way to experience, understand, explore and re-imagine management ideas, will share their journey and offer an experiential and contemplative immersion experience to go beyond the currently dominant dry analytical theories that tend to be divorced from practice. Using immersive experiences possible in the virtual multi-media format of the conference, we will offer direct experience with the art forms, improv, sculpture, dance, poetry, film and theater, to demonstrate the soft power of arts. Through this we hope to co-create thought-provoking and moving moments where ‘business as usual’ might be questioned and re-imagined. Art used as an instrument of self-expression and social commentary, engages people, captures the zeitgeist, entrains or challenges assumptions. Artistic creation and experience influence what we see, notice, think, and decide to do subsequently. Art can humanize management.

10:45am – 12:00pm       WORKSHOP – THE PROFESSORSHIP 2

Transforming Educational Affordability with Zero-Cost Course Materials
Dayna Herbert Walker¹, Verónica Rabelo¹, Ian Dunham¹, Oscar Stewart¹
¹San Francisco State University

This teaching workshop offers strategies for eliminating traditional textbooks through the use of zero-cost course materials (ZCCM). ZCCM are free or free-to-students content that leverage open-source licensing or digital content licensed through university libraries. Faculty who have gone through the ZCCM adoption process will address concerns about the rigor and availability of ZCCM, provide practical strategies for searching for and creating ZCCM, and leave attendees energized and equipped to implement affordable instructional materials in their own courses.
### 10:45am – 12:00pm  WORKSHOP – RELATIONSHIPS-CONNECTIONS 1

**Breaking Down Barriers: Creating Inclusivity in Our Courses**  
Alysa Lambert¹, Regina Yanson²  
¹Indiana University Southeast, ²Francis Marion University

Creating a culturally responsive learning environment can provide students with the ability to maintain their cultural competence. Students need to be able to feel comfortable expressing their culture (e.g. beliefs, dress) rather than feeling they need to conform to the majority culture. This workshop will focus on the important role faculty play in meeting students where they are and providing an environment that is meaningful for their future success.

### 10:45am – 12:00pm  WORKSHOP – THE WORKPLACE 1

**Burnout and Engagement: The Science behind Mindfulness**  
Carole South-Winter¹  
¹University of South Dakota

Workshop Intended Target Audience: Executives, Educators, Managers. Accumulating evidence suggests that mindfulness-based tools are a hallmark of high-reliability organizations. These tools for the workforce can improve: symptoms of anxiety, burnout, and depression. Mindfulness training has been associated with an attitude of curiosity, which is an engaged workforce. It has been shown to improve decision-making and overall job performance. The workshop includes practical information about resilience, stress, and burnout in the workplace coupled with a few mindfulness tools and a guided reflection.

### 12:00pm – 1:00pm  DEVELOPMENTAL PAPER SESSIONS: ENVIRONMENT-CONTEXT

#### Indigenous Entrepreneurship in Montana: Discovering Resources and Relationships (1-EC-1)  
Laura Black¹, Virginia Bratton¹, Brooke Lahneman¹  
¹Montana State University

#### A Closer Look at Person-Organization Fit in East Asian Contexts: Are there Differences for Fit on Social-Oriented and Individual-Oriented Values? (1-EC-2)  
Kyle Ehrhardt¹, Margaret Shaffer², Warren Chiu³, Monica Sharif⁴  
¹University of Colorado Denver, ²University of Oklahoma, ³Hong Kong Polytechnic University, ⁴California State University, Los Angeles

#### Rural Colleges: Creating a Rural Economic Development System (1-EC-3)  
Michael Valdez¹, Lorraine Taylor¹  
¹Fort Lewis College

#### Exemplary faculty actualization: Identifying a strategic framework for institutional motivation in higher education (1-EC-4)  
Salvador Villegas¹, Shari Carpenter², Katherine Yamamoto²  
¹Northern State University, ²Eastern Oregon University

#### Restoring relationship with the community: Social innovation typology in England (1-EC-5)  
Timur Alexandrov¹, Helen Haugh¹  
¹Cambridge Judge Business School
Buy Local, Help your Community during the Pandemic, they said. Will these efforts be sustainable? (1-EC-7)
Lori Peterson¹, Jeffrey English², Vincent Cicchirillo³
¹Northeastern State University, ²St. Xavier University, ³St. Xavier University

A Time of Uncertainty and Change: A Competition for Legitimacy in Renaissance Europe (1-EC-8)
Eric Kirby¹, Susan Kirby¹
¹Texas State University

Competition and cooperation in capitalist organizations: indigenous and matriarchal organizations and the role of Management in the Anthropocene (1-EC-9)
José Marcelo Maia Nogueira¹
¹FGV-EAESP

Examining the Relationships between Motivation to Lead, Leadership Orientations and Intelligence: A Pattern Approach toward Leadership Emergence (1-L-1)
Andrew Hinrichs¹
¹California State University, Stanislaus

The Relationship Between Alcohol Use and Leadership Traits within the Midwestern U.S. Legal Field (1-L-2)
Chet Barney¹, Jacquelyn A. Bouwman¹, Chris Marlow¹, Michael McCarty¹
¹University of South Dakota

Restoration and Subversive Creativity in Organizational Management (1-L-3)
Vernita Perkins¹
¹Omnigi Research

Is Humor a Double-Edged Sword for Female Leaders?: A Conceptual Exploration Based on Signaling Theory (1-L-4)
Tina Sharifi¹, Leonard Karakowsky¹
¹York University

It may take a village, but how do you lead it? Team leadership, personality, and role performance (1-L-5)
Kori Callison¹, Amanda Allard¹
¹University of Alaska - Anchorage

Authentic Leadership: The Role of Emotional Intelligence, Resiliency, and Mindfulness in Forming Authentic Leaders (1-L-6)
Eissa Hashemi ¹, Seyed Eissa Hashemi¹, Louise Kelly²
¹The Chicago School of Professional Psychology, ²University of La Verne

Within the team: Towards an understanding of the individual-level outcomes of shared leadership (1-L-7)
Victor Boyi¹, Rasheed Azeez²
¹Florida Atlantic University, ²Lagos State University
Does Servant Leadership make Capacities of High-Quality Relationships between Employees? (1-L-8)
Ji-Yeon Seok¹
¹New Mexico State University

Creativity and Entrepreneurship (1-L-9)
Sally Elizabeth Deck¹
¹Gonzaga University

CEO Tenure and CEO Overconfidence: Disastrous Interactions in Times of Radical Change (1-L-10)
Christopher Bradshaw¹
¹CSU Stanislaus

1:00pm – 2:00pm DEVELOPMENTAL PAPER SESSIONS: PEOPLE

Organizing for Knowledge in an Era of Digital Technology: A Fish-Scale Model of Collective Omniscience (2-P-1)
Mitch Casselman¹
¹California State University Chico

The Brain on Trauma: Trauma and its Implications for Entrepreneurship (2-P-2)
Lisa Jones Christensen¹, Arielle Badger Newman², Paul Godfrey¹
¹Brigham Young University, ²USM

Cognitive biases, employees' product creativity, and product performance in manufacturing technology firms (2-P-3)
Matteo Cristofaro¹, Luna Leoni¹, Pier Luigi Giardino¹
¹University of Rome ‘Tor Vergata’

Abusive Supervision and Time Banditry: A Moderated Mediated Model (2-P-4)
Kevin Knotts¹, Jamey Halleck¹
¹Marshall University

Is it just a game? Casual video game play improves employee performance (2-P-5)
Jaylon Sherrell¹, Bahareh Javadizadeh¹
¹Indiana State University

Employer branding indirect effect on the intention to quit through job satisfaction (2-P-6)
Jorge Sinval¹, João Sinval², Paulo Almeida³, Aristides Ferreira¹
¹Instituto Universitário de Lisboa (ISCTE-IUL), ²University of Porto, ³Neotalent

When more is more: Hoarding, gatekeeping, and decision making in the workplace (2-P-7)
Kori Callison¹, McKayla Montgomery¹
¹University of Alaska – Anchorage
Managerial Strategic Profiles and Attitude toward Corporate Social Responsibility: A Cross-National Investigation (2-P-8)
Ana Elisa Iglesias¹, Jose Luis Iglesias², Ana Elisa Iglesias¹, Darcy Hanashiro³, Maria Luisa Teixeira³, Merlin Grueso-Hinestroza⁴, Miguel González-Loureiro⁵
¹Francis Marion University, ²University of South Carolina Beaufort, ³Mackenzie Presbyterian University, ⁴Universidad del Rosario, ⁵University of Vigo

An adaptive view of the professional resilience of change agents (2-P-9)
Sara Graves¹
¹Simon Fraser University

Student Stress, Burnout, and Wellbeing: Coping in the Classroom (2-P-10)
Kahlil King¹, Kahlil King², David Cassell³, Caitlin Lapine⁴, Robert Bonner⁵
¹Northern Kentucky University, ²Fashion Institute of Technology, ³Hofstra University, ⁴Touro College, ⁵San Francisco State University

2:00pm – 3:30pm WORKSHOP – ENVIRONMENT-CONTEXT 2

Legacy Administration: A Case Study in Empowerment as a High Impact Practice in Management Education
Krystal Miguel Rawls¹, Nicole Rodriguez¹
¹California State University Dominguez Hills
Skill development is an essential tool in our students’ career success. This interactive workshop is filled with creative, unique tools to create student accountability in their learning, development, and success in a classroom environment. As a participant in this session, we will engage you in thought-provoking behavior and decision-making that mirrors a student’s classroom experience. You will walk away with ways to infuse a non-traditional classroom curriculum into a powerhouse of professional opportunities for your students.

2:00pm – 3:30pm PANEL – RELATIONSHIPS CONNECTIONS 1

Indigenous Entrepreneurship: Honoring Relationships at the Heart of Business
Virginia Bratton¹, Laura Black¹
¹Montana State University
This panel begins with the premise that Indigenous cultures and values differ from many assumptions underlying traditional business and business educational offerings. With this conversation, we seek to share more broadly the experiences of individuals skilled in conducting research on Indigenous business and the stories they have gathered as they conducted this research. While the panel will focus primarily on research methods and findings, we anticipate that what we hear may also spark discussion about implications for the classroom.

3:45pm – 5:00pm WORKSHOP – RELATIONSHIPS-CONNECTIONS 2

Restorative Practice Strategy for Building Resilience and Student Grit During a Pandemic
Sheryl Kristensen¹, Tom Butkiewicz¹, Barry Sugarman¹
¹Walden University
Restorative practice is a relationship strategy based upon caring and empathy that may help faculty and staff manage power imbalances more effectively, especially during a pandemic or other crisis. The restorative practice strategy is grounded in developing community, resolving conflicts and tensions, repairing harm, and building quality academic relationships. We will present a restorative practice learning model. Participants will have an opportunity
to apply restorative practice by engaging in mock scenarios for clearly facilitating restorative discussions using six critical restorative questions to further influence student success.

3:45pm – 5:00pm PANEL – RELATIONSHIPS CONNECTIONS 2

Transforming Forced Virtual Learning into Opportunities to Develop Virtual Teamwork Competencies in Management Students

Christa Kiersch¹, Nicole Gullekson¹, Lindsay Steiner¹, Kristin Koepke¹, Megan Litster¹
¹University of Wisconsin - La Crosse

The forced transition to online learning due to the COVID-19 pandemic has provided an opportunity to transform how Management undergraduates develop teamwork competencies and ultimately to better prepare students for their increasingly virtual professional futures. This session will engage participants in a discussion with panelists who have cross-disciplinary expertise in the areas of virtual teamwork, communication, intercultural competency and the scholarship of teaching and learning. Insights from recent campus-wide surveys regarding student and instructor experiences with virtual teamwork will be shared, as well as specific strategies for supporting students’ virtual teamwork development within and beyond assigning a virtual team project.

FRIDAY, APRIL 23

SCHEDULE OVERVIEW

8:00am – 8:45am “Kamingespräch” with 2021 JMI Scholar Martin Hoegl (WAM Terrace)
9:15am – 10:15am Traditional Papers - Leaders Session 1
Traditional Papers - The Firm Session 1
10:45am – 11:45am Traditional Papers - Leaders 2
Traditional Papers - The Firm
12:00pm – 1:00pm Developmental Paper Sessions: Relationships-Connections; The Firm
1:00pm – 2:00pm Developmental Paper Sessions: The Workplace; The Professorship; Communications; People
2:00pm – 3:00pm Traditional Papers - Leaders Session 3
Traditional Papers – The Firm 3
3:15pm – 4:45pm Workshop: The Workplace 2
Workshop: People 1
5:00pm – 8:00pm Fireside Chat with 2021 JMI Scholars Maureen Ambrose and Marshall Schminke followed by “WAM After Hours” (WAM Terrace)

8:00am – 8:45am “Kamingespräch” with 2021 JMI Scholar Martin Hoegl, Ludwig-Maximilians University of Munich (WAM Terrace)

9:15am – 10:15am LEADERS SESSION 1: LIVE Q&A

1.1 Investigation of Responsible Leadership Process in Organizations in India: A Qualitative Study
Sadhna Sargam¹, Ashish Pandey¹
¹Indian Institute of Technology Bombay

The present study inductively aims to understand responsible leadership process following a grounded theory approach. We interviewed 16 Indian executives from three organizations in the construction industry. The emerged
themes are categorized into individual and organizational level variables, decision process, its outcome, and a learning & development loop. Result proposes a model that suggest long term orientation, psychological sense of ownership & responsibility, and integrity as a prerequisite for having an intention to be responsible; mindfulness, expertise, and shared holistic organizational values worked as a moderator to improve one’s intention into the desired behavior of decision making. The prosocial or instrumental outcomes are the end result of the decision-making process which builds on the leader’s expertise via learning & development and recursively influence decision making and outcomes. The study has implications for recruitment and training & development.

1.2 Ethical leadership and ethical behavior of employees in the workplace: a moderated-mediated link
Sadhna Sargam¹, Ashish Pandey¹
¹University of Wisconsin - Whitewater
This paper examines the moderated-mediated relationships between ethical leadership, employee loyalty, work family conflict, financial stress, and ethical behavior. We use attachment theory to propose and test a model, that specifies that employee loyalty mediates the relationship between ethical leadership and ethical behavior, and that overall mediated relationship is moderated by work-family conflict and financial stress. This model was tested on a sample of 190 employees from the United States and Canada obtained through a two-phase survey. Results suggest that the moderated-mediated link is supported in all instances except when financial stress is high. Practical and theoretical implications are discussed.

1.3 Leader character moderates the negative relation between leadership context hostility and leader subjective wellbeing
Lucas Monzani¹, Andriy Rozhdestvensky²
¹Western Ontario University, ²Ukrarian Catholic University
Why should organizational stakeholders care about the subjective wellbeing of their leaders? Leaders’ subjective wellbeing has been linked to several positive outcomes for leaders, followers, and organizations. Conversely, reduced subjective wellbeing can lead to abusive supervisory behaviors and even reduced organizational performance. Following the Job Demands-Resources theory, we predicted that the hostility of the context in which leadership occurs (taken as job demand) would negatively affect leaders’ subjective wellbeing (H1). Further, we hypothesized that a leader’s character (taken as a personal resource) would increase leaders’ subjective wellbeing (H2) and moderate the negative effect of leadership context hostility on leaders’ subjective wellbeing (H3). We conducted two studies to test our hypotheses. The results of three MANOVA and two Structural Equation Models confirmed Hypotheses 1 and 2, and partially confirmed Hypothesis 3.

1.4 It’s a Process: Leader Humility as Psycho-Social Signaling
Kelly Manix¹
¹University of South Alabama
Humble leadership has generated immense research interest. Yet, little is understood regarding why or when leaders may choose to express humility to their followers. Drawing upon self-determination and signaling theories, this research seeks to explain why some leaders display humble behaviors toward their followers more than other leaders. Needs for relatedness and competence are proposed as antecedents of humble expressions. Leader perceptions of follower humility is proposed as a moderator of this relationship. I contend leaders engage in expressions of humility to signal their values of relatedness and growth to followers and to encourage humble behaviors among them. Theoretical and managerial implications are presented as well as limitations and directions for future research. Keywords: leader humility, self-determination, signaling theory, expressed humility.
THE FIRM SESSION 1: LIVE Q&A

1.1 Distant and Distinct: Search and Organizational Learning in Technological Innovation
Russell Seidleⁱ
ⁱSuffolk University

In spite of longstanding interest in the importance of organizational learning for new product development efforts, there is a dearth of research into the use of distinct learning types as the innovation process unfolds. Our paper represents an attempt to more fully engage with this issue, particularly as it relates to innovations of high technological novelty. A study of startup firms in the biopharmaceutical and medical device industries reveals that the learning patterns of organizations pursuing high novelty offerings are characterized by two key properties. First, in comparison to their lower novelty peers, these firms incorporate a diversity of learning types into their efforts from an early stage in the innovation journey. Second, the external firms chosen as referents for learning purposes originate from outside the industry of the high novelty organizations, with processes of analogical reasoning and inference employed to surface lessons useful for their own innovation plans.

1.2 Navigating Rough Waters: Collective Employee Satisfaction and Organizational Performance in the Context of the Great Recession
Mengwei Liⁱ, Carol Flinchbaugh², Pingshu Li³, Mengwei Li¹, Ilhwan Na¹, James Guthrie¹
ⁱUniversity of Kansas, ²New Mexico State University, ³University of Texas Rio Grande Valley

Drawing upon the tenets of the RBV and dynamic capabilities perspectives, we examine the potential role of collective attitudes as valuable firm resources during the time of a major macro-economic shock. Specifically, we delineate the performance effects associated with varying levels of collective employee satisfaction (CES) during the onset and recovery from the Great Recession. Using a sample of 2,079 publicly traded firms across 64 industries and random coefficient growth models (RCGMs), we find that during this time of economic stress, firms with higher levels of CES experience higher levels of productivity growth and, in turn, greater profitability. We discuss the implications of our findings for both theory and practice.

1.3 When Companies are both Judges and Parties. Exploring a Diversity Certification
Jamila Alaktifⁱ
ⁱStanford University

This research examines the effects of diversity soft laws in management based on the progressive construction of a specific diversity certification. It questions its effectiveness on ethnic diversity management and, the strategies underlying the certification process, which is at the crossroads of multiple stakeholders involved in it: economic and political, private and public stakeholders, managers, activist or associative. The results provide an insight into factors influencing diversity management policies and ethnic diversity management.

1.4 Advancing the Consequential Features of Strategic Leadership: An Analysis of Strategic Shared Leadership and Firm Performance
Alexandra van der Bergⁱ, Thomas Schäperⁱ, Christopher Jungⁱ, Stephan Nüeschⁱ
ⁱUniversity of Münster

Supervisory theories of leadership have identified a trend towards less hierarchical leadership structures in organizations, which put the concept of shared leadership into focus. Accordingly, the strategic leadership of the organizations has also already started to adopt more horizontal decision-making processes and introduced strategic shared leadership. In this study, we theorize that a shared leadership approach needs to complement the strategic leadership of a firm by its top management to cope with an increased complex and uncertain work environment. We derive a text-based measure of strategic shared leadership and identify under which conditions strategic shared leadership shapes firm performance. We analyze 10-K annual reports of 7,668 publicly listed firms in the U.S. between 1994 and 2017. Results support that strategic shared leadership increases firm performance and, furthermore, show that this effect is contingent upon internal and external characteristics of the firm.
MANAGING TEAMS THROUGH TRANSFORMATIONAL LEADERSHIP. LESSONS FROM WEBER AND FOCAULT

RDINA ALAKTIF

ISC Paris Business School & STANFORD University

Leaders have always faced challenges that require profound transformations. The work of the philosopher Michel Foucault is a major reference for transformation both on a personal and organizational level, since he campaigned to contribute to a better society, even if it meant questioning ideas and proposing new approaches in a world that was changing rapidly. Considering that a society cannot improve and innovate without a profound transformation, it is advisable to reflect on the micro-processes that lead to such a transformation. How many managers have been able to shake up the hierarchy and thus replace old, dusty practices with innovative practices, thanks to their sense of leadership? What do we have to learn from the Weberian and the Foucauldian philosophy on this subject? We examine how teams work together and how they produce and share knowledge, given their great diversity and the potential conflicting issues that arise from it.

POSITIVE LEADERSHIP, EMPLOYMENT ETHICS, AND JOB SATISFACTION IN NIGERIAN HOSPITALITY-BASED ORGANIZATIONS

SEAN VALENTINE, LYNN GODKIN, GARY FLEISCHMAN

University of North Dakota, Lamar University, Texas Tech University

Positive leadership can improve the workplace, often resulting in beneficial practices and outcomes. However, the constructive and enduring role of such leadership is not fully considered in unique global contexts. Using data collected from individuals working for Nigerian hospitality-based organizations, the purpose of this study is to determine if positive leadership, comprised of transformational and servant styles that possibly reflect traditional norms, is associated with a more ethical employment context and increased job satisfaction. The link between ethical employment context and job satisfaction is also investigated. The results indicated that increased facets of positive leadership were associated with indicators of a more ethical employment context, and that components of both ethical employment context and positive leadership were positively related to job satisfaction. The practical implications, limitations, and suggestions for future inquiry are discussed.

RETURN TO TAMARA-LAND: ‘PLUS ZONE CHALLENGES’ OF MARQUIS DE SADE, AND MARY PARKER FOLLETT TO GIVE NEW INSIGHT INTO WONDERFUL WIZARD OF OZ

ROBERT DUNCAN PELLY, DAVID BOJE

McMurry University, New Mexico State University and Aalborg University

Stories have a remarkable way of illustrating theories of the ‘Yellow Brick Road’. But, what happens on the road, has been under theorized. This article will use Frank Baum’s The Wonderful Wizard of Oz to illustrate the tension between systems theories of Mary Parker Follett’s power with transformation of power over systems and the Marquis de Sade’s power that gives no quarter to victims. Through resurrecting the Tamara-land metaphor, we have used intertextuality and literary critique to explore the power dynamics of Dorothy, the Strawman, the Tin Woodman, and the Lion vis a vis the more powerful characters in Oz: The Wizard of Oz, and the Witches of the North, East, and West. This work is of interest to academics and practitioners who wish to explore complex power dynamics in a simple and elegant fashion. We make several contributions to ‘plus zone challenges’, a theory why one should tell stories tersely, leaving the listeners (audience) opportunities to twist into their own motives and desires.
2.4 My Boss Acts Like Jim Crow: A Social Exchange Examination of Authoritarian Supervisors, Morally Disengaged Black Employees, Turnover Intentions, and When Neuroticism Matters

Darryl Rice¹

¹Miami University

In effort to extend the research focused on understanding Black employees' workplace experiences, I integrate social exchange and moral disengagement theories to develop and test a model that clarifies the negative and paternalistic exchange relationship between authoritarian supervisors and Black employees. In a field study of 322 Black working professionals, I find that supervisor authoritarianism prompts Black employees' moral disengagement. In turn, morally disengaged Black employees reciprocate with increased turnover intentions. Thus, my study demonstrates that Black employees' moral disengagement mediates the relationship between supervisor authoritarianism and their turnover intentions. I also find that Black employee neuroticism strengthens the effect of supervisor authoritarianism on moral disengagement. In summary, my study explains how and when authoritarian supervisors adversely impact Black employees in the workplace. Theoretical and practical implications are discussed.

10:45am – 11:45am THE FIRM SESSION 2: LIVE Q&A

2.1 Reconceptualizing Breakthrough Innovation: Review of the literature and Proposed Framework

Avimanyu Datta¹

¹Illinois State University

The term breakthrough is often synonymously used with radical, disruptive, discontinuous, or stated to be results of radical innovations built to destroy past competencies. Such misperception may lead to several problems. First, it confuses breakthrough with competence destroying innovations, radical innovations, and product innovations. Second, if a breakthrough is equated with radical or competence destroying innovations, or new product launch, we assume that firms risk disbanding their existing technologies. Such activities without a clear path have shortcomings such as integration costs and information overload, leading to inconclusive results and the high complication of combining dissimilar innovation. Last, without proper definitions, we cannot have explicit cut assumptions and boundary conditions. This will cripple future research. To resolve this, I am proposing creating a nomenclature of innovations by breaking them into three categories.

2.2 Government Policy for Entrepreneurial Activity: Failing as Means to Success

Ouafaa Hmaddi¹, Lauren Lanahan¹

¹University of Oregon

Entrepreneurship serves a fundamental role in the economy by leading innovations and promoting economic growth. However, the question of whether government interventions spur entrepreneurial activity is a topic of considerable debate. Proponents highlight the role of public funds in serving as a catalyst to offset the risk and uncertainty that are characteristic of early-stage ventures, while critics emphasize that publicly supported early-stage ventures tend to yield lower rates of private return. Adequately addressing this question requires that we not only account for the level of startup activity but also the nature of entrepreneurial experimentation that includes failure. We argue there is a more conclusive interpretation to this theoretical debate when we expand the scope of analysis to account for broader societal implications. Using the staggered diffusion of the U.S. State Small Business Credit Initiative and county-level Kickstarter crowdfunding data, we find consistent evidence of a positive effect of public funding on the level of entrepreneurial activity. However, when we account for the venture's success or failure to raise initial capital to launch and advance beyond the ideation stage, the relationship appears to manifest primarily among failed projects. These results offer conclusive findings that resolves a theoretical tension — public funding policies can productively drive economic growth and innovation by encouraging experimentation.
2.3 Can My Enemies’ Friends Be My Friends? Allying with Competitors’ Partners
Darcy Fudge¹, Florence Honore²
¹California State University - Sacramento, ²University of Wisconsin - Madison
Indirect ties compel a firm to end relationships or build safeguards to prevent information leakages to competitors. While the focus has been on the response, we study new ventures’ preceding decision: what is the effect of supplier effort on partner selection, given the presence of indirect ties? For new ventures, this is a salient question as their first relationships imprint their growth trajectory in the industry. We argue that a partner’s number of products first increases (due to the number of complementary assets) and then decreases the likelihood of choosing this partner (due to placement of the products on an overly competitive market). Further, we also posit that this effect is moderated by the partner’s concentration in her portfolio of existing customers and by the new ventures’ product quality. We test our arguments in the Thoroughbred Horse Industry, using horse-owner and race-trainer vertical exchange relationships.

12:00pm – 1:00pm DEVELOPMENTAL PAPER SESSIONS: RELATIONSHIPS-CONNECTIONS

When the ‘Us’ Matters in Dyadic Work: How Task Interdependence and Relationship Quality Interact to Influence Relational Attribution Processes (3-RC-1)
Marion Eberly¹, Erica Holley²
¹University of Washington Tacoma, ²Central Washington University

Community Empowerment Narratives Within Black Entrepreneurial Twitter Networks (3-RC-2)
Fredrick Rice¹
¹University of Texas at Arlington

Has the Kind of Trust Relationship Changed Between Colleagues When Collocated Workers Become Full-time Virtual Workers During the Pandemic? (3-RC-3)
Peggy Flanigan¹
¹Athabasca University

Developing high-quality relationships in virtual teams: An intervention facilitating improved learning processes (3-RC-4)
Jennifer Miles¹, Mabel Sanchez², Carol Flinchbaugh³
¹University of San Diego, ²California State University, Los Angeles, ³New Mexico State University

Cultivating Social Networks to Support Women’s Career Development in STEM (3-RC-5)
Cathleen McGrath¹
¹Loyola Marymount University

Resilience and Sleep as Buffers for the Negative Effect of LMX Ambivalence on Newcomers’ Job Performance (3-RC-6)
Nhu Nguyen¹, Réka Anna Lassu¹, Rebecca Bennett¹, Mark Ehrhart¹
¹University of Central Florida

Restoring Organizational Health and Stakeholder Trust: Governance Node Diagnostics in School Districts (3-RC-7)
Kenneth Smith¹, John Kurpierz², Wendy Cook³, Teresa Walker³
¹The Accountability Group, LLC, ²York University, ³Central Washington University
DEVELOPMENTAL PAPER SESSIONS: LEADERS

Student Retention and Degree Completion: The Moderating Effects of Institutional Factors (3-TF-1)
Gang Peng¹, Helen Han-Haas²
¹California State University Fullerton, ²Youngstown State University

CSR and the entrepreneurial venture: A theoretical exploration of the significance of Corporate Social Responsibility from a marketing and investment perspective (3-TF-2)
Vallari Chandna¹, Adela Kadiasi¹
¹University of Wisconsin- Green Bay

The Role of Military Experience on the Relationships between Entrepreneurial Interest, Entrepreneurial Self-Efficacy, and Entrepreneurial Intentions (3-TF-3)
Ryan Terry¹, Jeffrey McGee²
¹Texas A & M University-Corpus Christi, ²The University of Texas at Arlington

Drivers of strategic orientation and ambidexterity: Are micro firms different? (3-TF-4)
Daniel Degischer¹, Maria Wallnoefer¹
¹MCI - The Entrepreneurial School

A Systematic Review of Firm Outcomes for Politically-Connected Directors on Corporate Boards (3-TF-5)
Kimberly Nehls¹, Martha Davis², Elisa Cunningham², Cecilia Ortega Lagos², Matthew Orlowsky³
¹UNLV, ²University of Denver, ³United States Air Force Academy

Interlocked female directors and firm innovation (3-TF-7)
Gurdeep Singh Raina¹
¹Washington State University

The commitment of the Board of Directors towards Sustainability: the influence of legislation (3-TF-8)
Marco Minciullo¹
¹Università Cattolica del Sacro Cuore

Impact of Corporate Board, Leadership Style, Top Management Team, and Trust on Corporate Innovation (3-TF-9)
Prasad Vemala¹, Tapan Seth¹
¹Robert Morris University

What Matters? Financing Decisions and Selections: A Signaling Theory Perspective (3-TF-10)
Koushikee Dutta¹
¹Louisiana Tech University

1:00pm – 2:00pm DEVELOPMENTAL PAPER SESSIONS: THE WORKPLACE

The impact of work/life balance and flexible work schedules on job satisfaction and long-term retention amidst single parent work at home employees (4-TW-1)
AnnaMaria Bliven¹
¹University of Wisconsin-Whitewater

PROGRAM SCHEDULE | FRIDAY
A Theory of Organizational Impact of Social Movements (4-TW-2)
Erika Nunez¹
¹Saint Mary’s College of California

Flexible work arrangements and employee work attitudes: A case-based inquiry of a small non-profit response to crisis (4-TW-3)
Craig Seal¹, Krystal Miguel Rawls², Patrick Flaherty¹, Di Fan¹, Selina Sanchez¹, Maria Garcia Guzman¹
¹California State University, San Bernardino, ²California State University, Dominguez Hills

A Framework of Social Media Congruence (4-TW-4)
Katherine Roberto¹, Andrew Johnson¹, Jennifer Taylor¹
¹Texas A&M University Corpus Christi

Enabling Organizational Resilience: Determining the Relationship Between Organizational Resilience, Organizational Learning, and Psychological Safety (4-TW-5)
Jennifer Morris¹
¹Indiana Wesleyan University

Perceived organizational support, organizational commitment, and well-being among refugees in organizations (4-TW-6)
Ebru Ipek¹, Robin Pesch²
¹San Francisco State University, ²Newcastle University Business School

Intimate Partner Violence, Social Support, and Job Performance (4-TW-7)
Kahlil King¹, David Cassell²
¹Northern Kentucky University, ²Hofstra University

Business Model Canvas: A review of the variations (4-TW-8)
Marie Segares¹
¹St. Francis College

Developing a Scale for Leader Self-Disclosure Depth (4-TW-9)
Eunhee Bae¹
¹University of Washington

Organizational Resilience: Defining a Construct (4-TW-10)
Edward Powley¹
¹Naval Postgraduate School

DEVELOPMENTAL PAPER SESSIONS: THE PROFESSORSHIP

The Mindset Match Behind Effective Management Instruction (4-TP-1)
Jonathan Sims¹, Brent Rosso²
¹Babson College, ²Montana State University
Capitalism in the Ivory Tower: Managing Identity, Career, and Boundary Across Academic and Commercial Science (4-TP-2)
Kent Rondeau¹
¹Alberta School of Business

DEVELOPMENTAL PAPER SESSIONS: COMMUNICATIONS

Red, White and Green: Environmental Communication and Green Product Marketing in New York’s Hudson River Region Wine Industry (4-C-1)
Kevin Visconti¹
¹Columbia University

DEVELOPMENTAL PAPER SESSIONS: ENVIRONMENTAL-CONTEXT

A Performance Model of Social Entrepreneurship: Linking Organizational Commitment, Empowerment, and Teamwork (1-EC-6)
Jacob Massoud¹, Vafa Saboori-Deilami¹
¹Dominican University of CA

DEVELOPMENTAL PAPER SESSIONS: PEOPLE

Resource vulnerability in solo self-employment workers: Resource utilization and tilt in professional poker players (4-P-11)
Kori Callison¹
¹University of Alaska – Anchorage

DEVELOPMENTAL PAPER SESSIONS: THE FIRM

The Revolving Door Between Public Service and the Board Room: Setting Up the Analysis of Firm Outcomes (4-TF-6)
Kimberly Nehls¹, Matthew Orlowsky², Cecilia Ortega Lagos³, Elisa Cunningham³, Martha Davis³
¹UNLV, ²United States Air Force Academy, ³University of Denver

2:00pm – 3:00pm LEADERS SESSION 3: LIVE Q&A

3.1 Breakthrough Innovation of Women Entrepreneurs in For-profits and Nonprofits
Louise Kelly¹, Stacy Brecht Kelly², Rashmi Assudani³
¹Univ of La Verne, ²Ecole Grenoble de Management, ³Xavier Univ

This study examines the experience of women entrepreneurs in light of the socially embedded gender assumptions women need to navigate in the for-profit and nonprofit sectors. Women entrepreneurs craft their identity and self-presentation to get their basic needs met in an environment often hostile to their entrepreneurial leadership. Using self-determination theory, we conducted interviews with 10 women business owners in the for-profit sector and 10 women business owners in the nonprofit sector to examine the trajectory and experiences of women entrepreneurs. The study found when looking at needs fulfillment, women entrepreneurs differ in the two sectors. Women were better able to fulfill their relational needs in the nonprofit sector than in the for-profit sector. The lack of fulfillment of relational needs means women in for-profit entrepreneurial industries may need greater social support to attain self-efficacy and self-actualization when they found and lead a for-profit venture.
3.2 Female board representation and firm efficiency: an investigation through the lens of human capital development policies

Arjun Mitra¹, Conor Callahan², Steve Sauerwald²

¹California State University Los Angeles, ²University of Illinois at Chicago

In this study, we focus on how female board representation impacts firm efficiency through the enactment of human capital development policies. Drawing upon upper echelons theory and the literatures on glass ceiling, human capital, and training and development, we argue that increasing female board representation will lead firms to improve human capital development policies, though this positive relationship will ultimately diminish as boards accrue greater levels of gender diversity. We further predict that these policies will translate into greater firm efficiency as well as mediate the relationship between female board representation and firm efficiency. Using a sample of S&P 1500 firms, we find support for our hypotheses. Our findings provide evidence that female board representation alone may not translate into improved firm efficiency; rather, the unique perspective of female directors lead them to put in place human capital development policies that improve firm efficiency.

3.3 Authentic Leadership, Meaningfulness, and Employee Engagement: An Exploratory Field Study

Bradley Winton¹, Simone Meskelis¹, J. Lee Whittington¹

¹University of Dallas

An exploratory field study was conducted to replicate and extend previous work on the relationships between manager behavior, meaningful work and employee engagement. We sought to determine if authentic leadership behaviors had the same impact on meaningfulness and employee engagement that have been observed with transformational leadership. Our results provide additional support for a strong connection between meaningfulness and engagement. Although authentic leadership had a positive relationship with employee engagement, it is not significantly related to meaningfulness. Implications for future research and practice are discussed.

2:00pm – 3:00am THE FIRM SESSION 3: LIVE Q&A

3.1 Place-Based Strategic Categorization: Homelessness and the Emergence of Transitional Microhousing

Mohamed Hassan Awad¹

¹California State University Los Angeles

Recent studies of categorization suggest a critical yet unexplored role for local places such as cities and communities in the emergence of new categories. I investigate these categorical dynamics, synthesizing insights from strategic categorization with recent conceptualizations of place as a geographically bounded space, imbued with meaning systems and material forms. I conduct an in-depth qualitative field-study of the emergence of a new category, transitional microhousing for the homeless, in Eugene, a mid-size city in the United States in 2011 - 2019. Inductively, I theorize a process for how category-makers assemble local symbolic and material resources to construct new categories. The study contributes to the emerging literature on the role of material forms in strategic categorization and provides unique insights on the role of power and contestations in categorical processes.

3.2 Ghosts in the machine? Organizational moderators of the effect of automated decision-making systems on the prevention of organizational errors

Peter Madsen¹, Robin Dillon², Konstantinos Triantis³, Bart Roets⁴

¹Brigham Young University, ²Georgetown University, ³Virginia Tech, ⁴Infrabel

One of the earliest forms of artificial intelligence to be widely adopted in organizations is automated decision-making systems ADS: advanced automation designed to make human-like decisions that lead to real-world action. ADS technologies are designed with the goal of reducing error in complex systems, but organizational factors will contribute to the ability of the ADS to achieve this goal. Theories of organizational error have not yet considered how organizational factors will moderate the benefit of ADS use for organizational error avoidance. The present
work aims to fill this gap in the literature by integrating theories of organizational error with human-automation interaction. Among the organizational characteristics that we hypothesize will reduce the error-prevention benefits of ADS include operator experience, task complexity, and interpersonal interdependence. We test these hypotheses on a unique data set from a large, European rail system operator.

3.3 Narrative Transformation and Financial Performance of Movie Franchise: A longitudinal study of Hollywood Film industry
Avimanyu Datta¹, Arvin Sahaym², Smita Srivastava³
¹Illinois State University, ²Washington State University, ³Wichita State University
This study examines how a top management team (TMT) influence the strategic renewal process of Hollywood franchises. Specifically, in the context of motion picture industry where the revenue cycle is short, we explore how changes in TMT can motivate cognition-based renewal via narrative transformation, which in turn can affect movie franchises' financial performance. Such renewal is based on the TMT's cognition of the contemporary social demographic and market environment, and the depth and breadth of prior knowledge, experience, and vision about the franchise's trajectory. We tested our longitudinal data for franchises' financial performance using a sample of 1,120 movies nested among 337 franchises produced from 1948 through 2019 (over 71 years). Our results show that sequels or prequels made by updated TMTs motivate narrative transformation and attract audiences, generating superior revenue.

3:15pm – 4:30pm WORKSHOP – PEOPLE
Jyoti Bachani¹
¹Saint Mary’s College of California
Inclusiveness begins with accepting our whole self, and thus making it all right for others to also show up as their authentic self. Using experiential exercises that engage the body, mind and spirit, we co-create group dynamics and with collective observations and reflections, to learn about inclusive organizing. Theater improv games are a highly structured way to engage the whole human being and connect everyone with verbal, physical, emotional and social actions and interactions. Humor from improv is a gentle way to bring down barriers and tackle sensitive and subtle forms of exclusion enacted in social settings. Shared observations and reflections bring out how inclusion and exclusion happen. How do uphold our own and other’s dignity (Hicks, 2011), or negotiate inevitable conflicts? Embodied experience takes us beyond the dry language of theories, so everyone leaves with an embodied experience of our own biases and prejudices, humanizing management. It fits well with the WAM theme of restoration and is appropriate at a time after so much public discourse on many ways the country has been divided, politically, economically, racially, and socio-culturally.

3:15pm – 4:45pm WORKSHOP – THE WORKPLACE 2
Meaningful Jobs and Purposeful Workplaces
Vernita Perkins¹
¹Omnigi Research
Organizations are faced with the ever-increasing challenge of humanizing employees and valuing employee engagement, fulfillment, and retention in this pandemic revolution as more working professionals require meaningful, fulfilling work in remote/virtual coworking spaces. The traditional homogenous, hierarchical, profit-driven model is yielding under a growing interest in reassessment of equitable, fulfilling jobs, and the changing nature of work in organizational systems and cultures. How can management professionals identify and establish fulfilling jobs and equitable, collaborative, flexible workplaces? Moreover, how can management and academic professionals incorporate post-pandemic restoration and subversive creativity into fading business models, pivoting
to products and services that restore and revitalize human, animal and ecological sustainability? In this workshop, participants explore and develop meaningful, solution-focused designs for restorative and innovative engagement.

5:00pm – 8:00pm  Fireside Chat with 2021 JMI Scholars Maureen Ambrose and Marshall Schminke followed by “WAM After Hours” (WAM Terrace)

SATURDAY, APRIL 24

SCHEDULE OVERVIEW

7:00am – 8:00am  Connect at the WAM Terrace for your morning ‘Meet & Greet’
8:00am – 9:00am  Traditional Papers – Environment-Context 1
Traditional Papers – People 1
Traditional Papers – The Workplace 1
9:30am – 10:30am  Traditional Papers – Environment-Context 2
Traditional Papers – People 2
Traditional Papers – The Workplace 2
11:00am – 12:00pm  Traditional Papers – Environment-Context 3
Traditional Papers – People 3
12:30pm – 1:45pm  Ascendant Scholars Session (WAM Terrace)
2:00pm – 3:30pm  Traditional Papers – Relationship-Connections Symposium
4:00pm – 4:30pm  Traditional Papers – Communication
Traditional Paper – The Professorship
4:45pm – 6:15pm  Awards + Closing Session (WAM Terrace)

7:00am – 8:00am  Visit the WAM Terrace for your morning “Meet & Greet’
8:00am – 9:00am  ENVIRONMENT-CONTEXT SESSION 1: LIVE Q&A

1.1 COVID-19 and Career Satisfaction: Evaluating Emotional Exhaustion and Obsessive Passion in Entrepreneurs
Fredrick Rice¹

¹University of Texas at Arlington

Scholars have identified the COVID-19 pandemic as a negative career shock for many self-employed individuals. Based on this literature, the current study argues that the duration and intensity of the pandemic have the potential to induce emotional exhaustion and career dissatisfaction in entrepreneurs. Surveying 314 entrepreneurs, I implement a mediation procedure to analyze the extent to which the negative business impact of COVID-19 leads to increased emotional exhaustion and decreased career satisfaction. Furthermore, I assess the moderating effects of obsessive entrepreneurial passion on this process. Results from the analyses illuminate the effects of COVID-19 on entrepreneurs generally and obsessively passionate entrepreneurs specifically.
1.2 Institutional Legacy and Community Enterprise Development
Helen Haugh¹
¹University of Cambridge

The history of land ownership in Scotland is one of political struggle between private landlordism and Dùthcas - the hereditary, indissoluble and inalienable right of people and communities to the land on which they live and work in common. This paper examines the development of two community enterprises established to buy and commit land that was formerly privately-owned into community ownership, and then manage the estates for community benefit. The methodology employs archival and interview data to consider how the institutional legacy of landlordism impacts community enterprise development. By situating community entrepreneurship in the Scottish historical and policy context, the research demonstrates the influence of institutional legacies on community enterprise development and entrepreneurship.

1.3 Digital Entrepreneurial Logic: New Institutional Logics in the Era of Digitization
Vallari Chandna¹, Manjula Salimath²
¹University of Wisconsin- Green Bay, ²University of North Texas

Digitization has revolutionized the nature of entrepreneurship. The widespread diffusion of information and communication technologies, digital platforms, and the interactive nature of Web 2.0 have spurred innovation in digital business. This has disrupted and eroded the dominant logics once instrumental for the non-digital era. Digital firms have to deal with new realities and logics. Yet much is unknown about how digitization affects these logics. This paper takes an institutional logics perspective to understanding digital entrepreneurship and proposes that sources of legitimacy, authority and identity, basis of norms, attention and strategy, informal control mechanisms and economic systems are based on aspects of Market, Corporation and Community Logics. These three ideal-type logics blend to form a new ‘Digital Entrepreneurial Logic’. Our meta-theoretical level analysis is a stepping-stone for further insights into microfoundations of institutional logics arising from digitization.

1.4 Place-Based Financial Exclusion: Exposing the Racial Divide and the New Financial Redlining in Los Angeles
Ian Dunham¹
¹San Francisco State University

There is a consumer finance apartheid taking place in America whereby low- to- moderate-income minority Americans face financial exclusion (i.e. redlining) from the mainstream banking system and also simultaneous predatory targeting by alternative financial service providers (AFSPs). With Americans facing financial hardship in the wake of COVID-19, many families are just one paycheck away from resorting to predatory products including check cashing, payday lending, title loans, pawnshops, and other small-dollar consumer credit services. While the presence of these products in neighborhoods is not by itself disparaging, it does contribute to the well-documented layers of oppression and derogatory racism that minorities encounter and are forced to navigate in their daily lives. This applied academic research is an expose of sorts. It is meant to contribute to a greater understanding of the subtleties of the nuanced individual and collective experiences of these unseen stakeholders.

8:00am – 9:00am PEOPLE SESSION 1: LIVE Q&A

1.1 Personal Transformation through Vipassana and its influence at Workplace: A Study with Grounded Theory Approach
Himanshu Dhaka¹, Rajen Gupta², Tanuja Sharma³, Ashish Pandey⁴
¹Tata Institute of Social Sciences, ²Indian Institute of Management, Sirmaur, ³Management Development Institute, Gurgaon, ⁴Indian Institute of Technology, Mumbai

The purpose of this study was to understand how people apply Vipassana meditation in their daily lives, the positive changes experienced by them, and the effects it has on their workplace behavior. By taking a symbolic interactionist
perspective and adopting a constructive grounded theory approach, we have developed a substantive theory on Vipassana meditation practice in the workplace context. Our analysis showed that our participants embodied mindfulness by applying the Buddhist moral framework, contemplating impermanence, and generating positive emotions while dealing with daily situations. By embodying mindfulness, our participants experienced positive changes that manifested in their workplace too. Our findings have thus highlighted that mindfulness is not just meditation but a way of living spiritually.

1.2 When sustainability managers greenwash: SDG fit and effects on job performance and attitudes
Jim Westerman¹, Yalcin Acikgoz¹, Lubna Nafees¹, Jennifer Westerman¹
¹Appalachian State University
Sustainability managers represent a key stakeholder in implementing and diffusing sustainability initiatives. This research examines the effects of greenwashing on sustainability managers' job satisfaction, commitment, turnover intentions, and job performance from a person-organization (P-O) fit perspective. Our sample consists of practicing sustainability managers (n=125) with an average firm tenure of 13.8 years. Results indicate that for sustainability managers whose social responsibility identity on the UN SDGs is higher than that of their firm, greenwashing was associated with lower satisfaction & job performance, and higher intentions to leave. However, for managers whose social responsibility identity is lower than their firm, greenwashing had no effect on managers' attitudes, even though they recognized their own poor job performance. The cumulative effect may be a situation in which managers in the best position to enhance a firm's CSR leave the firm, and vice-versa.

1.3 Double-edged sword: when does novelty help and hurt creative adoption?
Wayne Johnson¹
¹Cornell Johnson Graduate School of Business
Adopting and implementing creative ideas entails costs as well as benefits. These costs fall on the organizational receivers of creative ideas who put them into action through development, championing, and adaptation. Whereas the literature has focused on the antecedents of creativity for idea generators, we focus on the next critical, but under-examined step in the adoption chain, receiver consequences. Novelty increases receiver personal costs in terms of time and effort, generating a mediated negative effect on adoption while also having a positive main effect. Utility moderates this mediated negative effect. Idea generators can mitigate the negative effects of novelty through increased receiver costs by a) lowering the actual costs for the receiver through proactive action or b) lowering the perceived costs through cost discounting associated with high construal. We discuss the results in terms of implications for research and practice.

1.4 What About the Diversity of Psychological Types? A Study with Executive Education Alumni
Anderson Sant’Anna¹, Luiz Otavio Vogel¹
¹FGV EAESP
Creativity and the ability to innovate are commonly pointed to as being core attributes of the competencies that organizations need to differentiate themselves and obtain comparative advantages in the competitive world of business. Given this context, this paper aims to investigate a sample of 7,924 graduates of executive education programs who between 2010 and 2016 underwent a MBTI instrument, a device for measuring individual psychological preferences. The expectation was that it would be possible to see by how much the profiles of these alumni had changed over the period investigated, with an increase in the psychological function, Intuition, as either dominant or auxiliary in the psychological types. The results, however, demonstrate a high preponderance of preferences which are associated with command-control type professional profiles. Profiles which are commonly related to creativity and innovation had the lowest incidences throughout the historical series that was investigated.
2.1 How Well Do U Know Dynamic Capabilities?
Christopher Jung¹, Ralf Wilden²
¹WWU Muenster, ²Macquarie Business School
This study adds precision to our understanding of the relationship between dynamic capabilities and firm performance by arguing that negative effects may occur when they disturb the alignment between a firm and its market environment. More specifically, we suggest that the type of environment determines whether the relationship between dynamic capabilities and product market performance has a U-shape or an inverted U-shape. In stable environments, we theorize that the use of dynamic capabilities may create substantial adaptation costs and coordination costs that can outweigh adaptation benefits, suggesting a U-shaped functional form between dynamic capabilities and product market performance. In dynamic environments, the adaptation benefits of exercising dynamic capabilities are amplified, suggesting an inverted U-shaped functional form between dynamic capabilities and product market performance.

2.2 A High Impact Engaged Demand Survey: Application of Data Mining in Student Retention Strategy Using Decision Tree Module
Yang Huo¹
¹Utah Valley University
The purpose of this study is to identify potential issues on why students want to drop out, why they transfer or leave UVU, and to follow up with intervention options and appropriate strategies to enhance student retention. In this paper, we investigate the relationship between student drop out factors and student retention strategy in a sample of 261 business management students at Utah Valley University registered for spring and summer semester 2020. We apply the data mining & Decision Tree/Regression Tree using CART (Classification and Regression Trees) method as an analytic tool to identify a group, discover relationship between groups and predict future events and for segmentation, stratification, data reduction and variable screening, interaction identification, and category merging the paths from root to leaf represent classification rules. This study monitors a student's profile, analyzes student academic behavior, and provides a basis for efficient intervention strategies.

2.3 Practices-enabled organizational change: practice reconfiguration through 100 years of environmental turbulence
Abiodun Ige¹, Michael Roberts²
¹University of Detroit Mercy, ²Mount Royal University
We examine practice-enable organizational change by building on emerging practice-based conceptualization of organization. We argue that organization is enacted through discursive coupling of core practices. Organizational events that decouple these core practices, introduce new core practices, and/or reconfigure core practices can facilitate organizational change. We find evidence of such events by examining organizational change over the 100-year mission work of The Scarboro Foreign Mission Society, a Roman Catholic Order of missionary priests headquartered in Toronto, Canada. We explore the implications of our study on organizational change, organization practices, and discursive sensemaking. Through a grounded theory methodology, we develop a practice-induced process model of organizational change. We find that change begins when coupled core practices are decoupled, then infused with emerging core practices to form a new entity consisting of recoupled core practices.

2.4 Sadism in Foreign Lands: The Burn Pit Atrocity
Robert Duncan Pelly¹
¹McMurry University
This is a story of one of the forgotten tragedies of the modern era: that of the burn pits. Burn pits were large holes dug into the ground in Iraq and Afghanistan during the War on Terror that government contractors used to burn
hazardous waste. These holes were dug in direct proximity to human habitation. As a result, air was polluted and water tables contaminated, ultimately leading to countless illnesses and deaths for those who were exposed to these toxins. This paper upholds the American courts’ opinion that military contractors were not solely to blame for the tragedies that have ensued. The precepts of Marquis de Sade are blended into an autoethnography to explore the rationale behind the deliberate actions of senior military officials that endangered lives as a result of burn pit exposure. Unearthed was the discovery that a warzone is a heterotopia, or a space apart from values of mainstream society.

9:30am – 10:30am PEOPLE SESSION 2: LIVE Q&A

2.1 In Search of the Self: How Social Entrepreneurship Facilitates Verifying Identity Work
Aviel Cogan¹, Tobias Pret²
¹University of Strathclyde, ²Illinois State University
Extant research recognizes the influence of identities upon venture creation, yet understanding is limited by a focus on entrepreneurial identity and a view of identity as construct. This study seeks to address these gaps by combining an identity work perspective with identity control theory to explore the role that non-entrepreneurial identity processes play in the pursuit and practice of social entrepreneurship. Based on an investigation of 13 social entrepreneurs over 18 months, we find that social entrepreneurship can be viewed as a form of verifying identity work. Start-up motivations, venture designs and entrepreneurial behaviours appear to be outputs of identity verification processes: they simultaneously verify non-entrepreneurial person, role and social identities. We thus demonstrate that social entrepreneurship is not simply an arena of identity conflict, but one of mutual identity verification.

2.2 Providing Support to Employees in a Strategically Relevant Manner: Can Leader-Follower Relationships Compensate for Low Organizational Support?
Brian Gregory¹
¹Northern Arizona University
This study aims to assess the strategic effectiveness of employee support provided by either organizational resources or supervisor-subordinate relationships at enhancing employee attitudes. Based on social exchange theory, a compensatory model of the relationship between perceived organizational support, leader-member exchange, and job satisfaction is explored. Little is currently understood about how employees assess resources received from the organization and from one’s immediate supervisor in the formation of job attitudes. Data was collected from employees of three independent healthcare organizations (n=167) to test the research propositions. Hierarchical regression was used to assess the interactive effect of leader-member exchange and perceived organizational support on job satisfaction. Study results suggest that perceived organizational support can serve to mitigate the negative attitudinal consequences of low quality leader-member exchange relationships. Specifically, perceived organizational support moderates the leader-member exchange – job satisfaction relationship such that the relationship is stronger when perceived organizational support is low. The findings of this research suggest that developing leadership skills among supervisors in an organization is likely to enhance job satisfaction among employees especially when organizational support is limited. Understanding these interactive effects allow managers to opt for the most strategically optimal mechanism for enhancing employee attitudes.

2.3 Perceptions of Algorithms’ Capabilities to Assess Diversity
Teodora Tomova Shakur¹, Arthur Jago²
¹New York University, ²University of Washington Tacoma
Across three preregistered studies, we investigate perceptions about algorithms’ capabilities to use different kinds of diversity characteristics when making human resources recommendations. In Study 1, text analysis indicated beliefs that algorithms are less likely to rely on deep-level diversity characteristics (e.g., personality or life priorities) but more likely to rely on surface-level diversity characteristics (e.g., race or gender) than humans. We next
discovered, using samples of working adults, that people’s beliefs that algorithms neglect unique qualities explained perceptions that they appear unlikely to use deep-level diversity markers (Study 2). Finally, we investigated if exposure to real information about (Study 3) algorithms’ capability to detect uniqueness changed these perceptions: while direct information attenuated this effect, an experience did not. These findings reveal lay beliefs that algorithms are unlikely to grasp deep-level diversity, despite an increasing amount of evidence that they can.

2.4 A Trickle-Down Model of Organizational Embodiment and The Impact of Supervisor Neuroticism
Darryl Rice¹

¹Miami University

The majority of supervisor organizational embodiment (SOE) research has focused on its moderating effect in the context of leadership and management studies. In a multi-source field study, I extend this research stream by examining a trickle-down model of organizational embodiment across three organizational levels (i.e., upper-level managers, middle-level supervisors, and lower-level employees). Leveraging social cognitive theory, I propose and demonstrate that manager organizational embodiment (MOE) positively impacts SOE, which positively impacts employee organizational embodiment (EOE). Furthermore, supervisor neuroticism strengthens the relationship between MOE and SOE when supervisor neuroticism is high compared to low. The findings provide evidence for a trickle-down model of organizational embodiment and implications are discussed.

9:30am – 10:30am THE WORKPLACE SESSION 1: LIVE Q&A

1.1 The COVID-19 Pandemic and Employee Experience with Virtual Work-From-Home Arrangements: A PE Fit View
Caren Rodrigues¹, Cicilia Joshy¹, Malia Akshatha¹, Sarah Nehemie¹, Sumesh M¹, Tanushree M¹, Antu Babu¹

¹St. Joseph's Institute of Management

Our study is related to the contemporary disruptive largescale shift to virtual work-from-home arrangements due to the COVID-19 pandemic. We conducted 192 semi-structured interviews with professionals (knowledge workers) regarding which organizational behavior constructs or phenomena affected, or were affected by, virtual work-from-home arrangements. Our results indicate that, for a majority of our respondents, two attitudes (job satisfaction and organizational commitment), negative emotions and moods, and one phenomenon (tacit knowledge sharing) was either affected by or affected virtual work. We offer contributions to theory and practice couched in the person-environment fit theory (both demands-abilities fit and needs-supply fit).

1.2 The Role of Employer’s Attitudes on the Employment of Generation A: Autism in the Workplace
Amy Hurley-Hanson¹, Cris Giannantonio¹, Amy Jane Griffiths¹

¹Chapman University

This paper explores the role of employer’s attitudes on the employment of employees with Autism Spectrum Disorder (ASD). The paper specifically looks at Generation A. Generation A refers to the one half-million individuals with Autism Spectrum Disorder (ASD) who will reach adulthood in the next decade. These individuals will be entering the workplace in unprecedented numbers. There is a great need to find employment for these individuals and to understand the factors that will lead to positive work and career experiences for individuals with ASD. There are numerous benefits that organizations can reap from hiring Generation A. These benefits include expanding the talent pool of applicants, gaining a workforce with desirable knowledge, skills and abilities, improving productivity, decreasing turnover, increasing intellectual capital associated with a more diverse workforce, decreasing legal action, obtaining financial incentives, and enhancing a company’s reputation and social capital.
1.3 Why Don’t They Sue? An Analysis of Impeding Factors in Employment and Consumer Arbitration and its Downstream Consequences for Organizations

Monica Sharif¹, Farshad Ghodoosi²
¹California State University, Los Angeles, ²California State University, Northridge

The effect of arbitration on the likelihood of suing is often taken for granted. Organizations mandate arbitration, a private dispute resolution mechanism outside of the judicial system, for their employees and consumers to reduce the number of lawsuits and mass claims. The majority of Americans have entered into arbitration agreements with organizations. Yet, the effect of arbitration on the likelihood to sue and the underlying psychological barriers are largely understudied. Managers have opted for the use of arbitration as a staple corporate strategy for legal disputes without any empirical research. Utilizing a two-study design, this research establishes the arbitration effect; investigates legitimacy, fairness, costs, and familiarity as mediating factors between arbitration and the likelihood to sue and lastly examines the relationships between the arbitration effect, likelihood to sue and downstream organizational effects, namely corporate reputation and trust in the organization.

1.4 Stigma Hierarchies: The Internal Dynamics of Stigmatization in the Sex Work Occupation

Madeline Toubiana¹, Trish Ruebottom²
¹University of Alberta, ²McMaster University

Scholars studying stigmatized, or ‘dirty’ work, occupations have tended to characterize those outside of the occupation as the stigmatizers, and those within the occupation as social supports that buffer each other from stigma. In this paper, we argue that this characterization may oversimplify the complex ways in which stigmatization occurs. Based on a qualitative study of the sex work occupation, we develop a more nuanced understanding of stigmatization by exploring how it unfolds within dirty work occupations. Our analysis reveals that while sex workers indeed feel stigmatized by outsiders, internal mechanisms of stigmatization lead to the construction of a stigma hierarchy within the occupation. Challenging existing characterizations in the literature, our findings show that sex workers are not just the stigmatized, but also the stigmatizers.

11:00am – 12:00pm
ENVIRONMENT-CONTEXT SESSION 3: LIVE Q&A

3.1 Impact of National Culture on Social Entrepreneurship- Entrepreneurial vs. Social Aspects

Nara Jeong¹
¹San Francisco State University

What cultural factors influence individuals to engage in social entrepreneurship? Drawing insights from the hybrid nature of social entrepreneurship: its entrepreneurial and its social aspects - the present study examines if cultural values that encourage these aspects are predictors of the likelihood of individual social entrepreneurship. Using a dataset based on the Global Entrepreneurship Monitor (GEM) 2015, we test this claim with mixed-level analysis. Findings show that cultural values associated with entrepreneurial aspects are more likely to promote individual involvement in social entrepreneurial activities.

3.2 Re-Cognizing Paradise: Human Labor in the Garden of Eden

Charles Keim¹
¹MacEwan University

We revisit two seminal works of Western thought: Max Weber’s The Protestant Ethic and the Spirit of Capitalism and John Milton’s Paradise Lost. We argue that escaping the ‘iron cage’ envisioned by Weber requires a fundamental shift in thinking: a re-cognizing that can lead to recognition. Although Weber cited Milton’s epic as exemplifying the world of the Protestant Work Ethic a close-reading reveals a very different conception of human labor and the role it can play in the transformation of human society. Milton’s depiction of the Garden of Eden reveals a world that is not so far removed from our own as one might think, and, like the labor performed in
paradise, Milton implies that our labour, rightly considered, provides an opportunity to experience the transcendent as we tend to the paradise of this world.

3.3 Industry 4.0: A Panorama of Societal, Organizational, and Professional Implications

Anderson Sant'Anna¹, Fátima Oliveira²
¹FGV EAESP, ²FGV EBAPE

The Fourth Industrial Revolution, or Industry 4.0, is characterized by the intense incorporation of robotics, information technologies, telecommunications, and artificial intelligence into industrial activities, and has led to significant changes in the individual-work-organization-society relationships. This paper carries out a meta-analysis of research on developments of this phenomenon, focusing on its impacts on the international division of labor, observing changes in production and regulation models and their implications at the societal, organizational, and professional levels. The study offers a systematic multi-level overview of the main theoretical and empirical findings of the current transformation and tendencies associated with Industry 4.0 in developed countries and emerging economies societies and organizations. At the professional level, it points to the intensification of deregulation, unbordering, and desubjectification of work whose impacts cannot be overlooked.


Abiodun Ige¹, Marvin Washington², Joseph Owusu²
¹University of Detroit Mercy, ²University of Alberta

Foreign actors face a liability of foreignness in capital markets outside of their home countries. In this study, we focus on discrimination hazards as an antecedent to the capital market liability of foreignness. This article extends the concept of country-of-origin stereotypes to capture discrimination hazards in capital markets. Using data from foreign firms listed on the three major stock exchanges in the United States from 2002 to 2016, we find that 1) compared with domestic US firms, foreign firms are discounted on major stock exchanges in the United States and 2) firms from countries stereotyped as high warmth and high competence are not discounted. Our results show that discrimination hazards affect the capital market liability of foreignness. These findings suggest that firms venturing into foreign capital markets should invest in perceptions of warmth to mitigate capital market liability of foreignness.

11:00am – 12:00pm  PEOPLE SESSION 3: LIVE Q&A

3.1 Call My Friends, When The Rain Starts To Pour: Reliance on Social Network Ties During the COVID-19 Pandemic

Teodora Tomova Shakur¹, Rellie Derfler-Rozin²
¹New York University, ²University of Maryland

Millions of people were fired or furloughed from their employers after the onset of COVID-19. We explore individuals’ likelihood to rely on one of the most effective ways of finding employment: their social networks. Relying on scarcity theory, we theorize that despite an expectation that job candidates would rely more on social networks at times of need, individuals are less likely to rely on their connections following the pandemic. Employing archival methodology, we collected thousands of qualitative observations from an open-source forum to find a decrease in reliance on social connections since the onset of the pandemic, compared to the pre-pandemic period (Study 1). We replicated this effect in an experimental study (Study 2), which also showed that decreased informal interactions and decreased effort to network with weak ties explained this effect, despite a prescriptive approach suggesting that people should use their social networks to the same extent following COVID-19.
3.2 Mindfulness, technostress, and work-life boundaries
Susan Brodt¹, Holly Chow¹, Xiaoxi Chang¹
¹Queen's University
How can employees creatively, and perhaps subversively, manage technostress at work-life boundaries? We research employees' coping strategies and trait mindfulness for dealing with technostress associated with work-related mobile phone interruptions after work hours. Boundary theory and theories of coping with stress form our theoretical foundation. In a survey of working adults (N=325), we test the relationship between mindfulness and satisfaction with work-life balance, and two psychological coping strategies: emotional coping at home and voicing concerns to their organizations (speaking up) on the job. We test whether psychological detachment from work while at home mediates the relationship between trait mindfulness and employee voice when at work. Results show relationships between mindfulness and supportive and challenging employee voice and problem-based coping. Mindfulness also relates to satisfaction with work-family balance, as mediated by psychological detachment.

3.3 Implications of Spirituality for Worker Resilience and Stress During a Pandemic: Lessons from a Comparative Study
Uday Shinde¹, Jayant Athavale²
¹Governors State University, ²Maharshi Adhyatma Vishwavidyalay
This paper examines the impact of individual spirituality on employees during the COVID-19 pandemic. Applying the work of Lazarus & Folkman (1986) to the relationship between spirituality, stress and resilience, it creates and tests a mediation model that suggests a positive influence of spirituality in the workplace in the midst of a crisis. The overall framework is tested on two samples of predominantly working populations, one of students and another of individuals practicing spirituality under the guidance of the Spiritual Science Research Foundation (SSRF), a registered Not-for-Profit organization in the United States. An independent samples t-test, and regression and mediation analyses demonstrate significant differences between the samples for all three variables. Results and implications are discussed and future directions are suggested.

3.4 Distraction or Savior? Serious Leisure and its Intersection with the Meaningfulness of Work
Kirsten Robertson¹, Brenda Lautsch², David Hannah²
¹University of the Fraser Valley, ²Simon Fraser University
Both work and serious leisure, which involves the organized pursuit of a hobby activity, have independently been identified as components of a meaningful life. Drawing on qualitative interviews, we identify five ways in which individuals navigate the interface between their work and serious leisure. For some, having meaningful serious leisure enables them to remain committed to non-meaningful jobs or to develop skills that can further enhance the meaningfulness of their work. For others, work is subservient to leisure and they will go to great pains to minimize their work involvement, even leaving jobs to find ones that allow them to better focus on leisure. We also consider individuals experiencing leisure burnout and how having meaningful work empowers them to make positive changes to their leisure participation. Organizations can use the results of our research to tailor their work-life policies to the needs of workers in each of the different categories.

11:00am – 12:00pm THE WORKPLACE: SESSION 2 LIVE Q&A

2.1 Overqualification: A liability or asset for job applicants?
Patricia Martinez¹, Cathleen McGrath¹, Mark Lengnick-Hall²
¹Loyola Marymount University, ²University of Texas at San Antonio
While the person-job fit literature suggests a liability perspective, which predicts that overqualified applicants will be selected less often than those who exactly match the job requirements, human capital theory and internal career ladders research suggests an asset perspective, which predicts that overqualified applicants will be selected more often than those who are exactly qualified. Using a policy-capturing methodology, we simulated a resume screening
process for interview selection. A sample of 88 working individuals reviewed 28 applicant resumes with differing levels and types (related and unrelated) of education and experience. Analyses include logistic regression to determine whether possessing overqualification in education or experience negatively impacts selection for interview. We find that rather than lowering the chances of obtaining an interview, possessing more related education or more related experience than required, increases the selection odds.

2.2 Sense-improvising during Cosmology Episodes: A Qualitative Meta-analysis
J. Douglas Orton¹, Kari O’Grady², Andrew Moffitt²
¹Center for Trauma Studies and Resilience Leadership, ²Brigham Young University
Globally, Managerial and Organization Cognition researchers, Industrial/Organizational psychologists, Religion/ Spirituality psychologists, and many other types of social scientists are finding common ground in cosmology episode studies’ grounded in the extreme context of Western U.S. wildland firefighting catastrophes in 1949 (Mann Gulch, Montana), 1994 (South Canyon, Colorado), and 2013 (Yarnell Hill, Arizona). From May 11, 2020-August 10, 2020, sixty scholar publications appeared representing all twelve regions of the world and all twelve arenas in which cosmology episodes have been studied: collapses, fires, wrecks, capsizings, crashes, accidents, explosions, leaks, errors, outbreaks, shootings, and abuses. These sixty publications are used to re-analyze the 36 sentences in Weick’s Mann Gulch cosmology episode study in which he introduced the concept of bricolage and improvisation.

2.3 When Failure is Not an Option: An Ethnographic Study of a Highly Reliable Search and Rescue Team
Scott Hammond¹
¹Utah State University
The continuous improvement movement has consultants, researchers, and practitioners chanting a popular and very wrong mantra: “fail early, fail often, fail forward.” This approach to team leadership suggests that failure is an inherent part of any team, essential for performance improvement, and a good opportunity for growth. For many teams, failure is catastrophic. This paper is an ethnographic study of a mountain rescue team over a period of five years (2016-2021). It provides nine operational qualities of highly reliable teams when failure is not an option.

12:30pm – 1:45pm ASCENDANT SCHOLARS SESSION LOCATION: THE WAM TERRACE

2:00pm – 3:30pm Relationships-Connections: LIVE Q&A

1.1 Ka’ipualei: Increasing retention with an instructor-advisor model at an Asian American Native American Pacific Islander-Serving Institution
Emmeline de Pillis¹, Helen Tien¹
¹University of Hawaii at Hilo
Advising in universities is typically divided between professional and faculty advisors. Professional advisors are knowledgeable about administrative issues but not the major. Faculty advisors have expertise in the major, but often miss administrative issues. In this advising model, which reduced dropouts by over half, one instructor-advisor serves 350 majors.

1.2 A Career Success Model for Low-Status Split-Family Self-Initiated Expatriates
Caren Rodrigues¹, Anup Krishnamurthy¹, Ayesha Pinto¹
¹St. Joseph’s Institute of Management
Low-status-conferred expatriates experience discrimination because of their nationality. A split-family-expatriate works in the host country while his family stays behind in the home country. We present a career success model for low-status-conferred, split-family, self-initiated expatriates. We do so through two studies, based not only in expatriate literature, but also, uniquely, in marital relationship literature. In Study 1 (140 interviews), we identify a
model encompassing the mechanisms, both personal and professional, in the home and host country, which determine the expatriate's adjustment and career success. In Study 2, we test our model using 146 expatriate-spouse dyadic pairs. We show that perceived discrimination in the host country indeed affects the expatriates' adjustment and career success. However, the expatriates' perceived organizational support and satisfaction with their family life moderate these relationships. Theoretical and practical implications are discussed.

1.3 Cultural Mentoring Impacting Intercultural Competence
Michael Fields¹
¹Eastern Oregon University
With the continuing globalization of today's workforce, it is becoming more and more important for workers to be globally competent. For workers to be globally competent they must gain the necessary skills while completing their college education. To gain these competencies, institutions of higher education need to produce graduates with high intercultural competence. The impact of intercultural competence must be acquired through specific formal and informal experiences for students to have the greatest gains during their college careers. These experiences begin before college and continue during and even after college. This study explores the impact of precollege characteristics, college experiences, and study abroad experiences on students' intercultural competence at a rural, public, four-year liberal arts university. To assess the impact of intercultural competence, students were asked to complete a demographic survey that captured data on precollege characteristics and the college experience, as well as a survey instrument that assessed intercultural competence, additionally, students participated in a campus cultural mentoring program with international exchange students.

1.4 Converting a Liability into an Asset of Foreignness: How to Build Informal Networks in Korea
Yongsun Paik¹, Jongmin Lee², Inju Yang³, Sven Horak⁴
¹Loyola Marymount University, ²Henley Business School, University of Reading, ³RMIT University, ⁴Peter J. Tobin College of Business, St. John's University
Although foreignness can bring both benefits and costs, much of the literature has focused on the liability of foreignness (LOF) while relatively little attention has been paid to the positive side. Despite the presence of LOFs, foreign companies may accrue some unique advantages from their foreign status, which are referred as assets of foreignness (AOFs). Drawing upon social capital theory and institutional theory, this study examines the issue of LOFs versus AOFs in the context of the informal networks in South Korea and explores how foreign companies can manage their weaknesses in host country-specific informal networks to create value from their foreignness. This study contributes to a more nuanced understanding of the role of foreignness in the international management context and provides a more critical insight into the influence of informal networks on business operations in Korea.

1.5 A Good Neighbor or a Sister Far Away? A study of women entrepreneur networks in poverty
Smita Trivedi¹, Antoaneta Petkova², Jurgen Willems²
¹San Francisco State University, ²WU Vienna University of Economics and Business
This paper examines the role of entrepreneurial networks in the context of women's entrepreneurship in poverty. Using inductive qualitative research design, we analyze the relationships between the internal and external social networks of women entrepreneurs and the economic growth from entrepreneurship in their communities. Our analysis suggests that the greatest economic benefits occur in communities where entrepreneurs have access to dense internal and external networks, despite the costs of such networks identified by prior research. We identify specific cognitive, emotional, and social benefits of entrepreneurial networks that explain their role in the context of poverty. The findings from this study offer new insights to the literatures on women's entrepreneurship, entrepreneurial networks, and poverty alleviation.
1.6 The Paradox of Constraints in Team Creativity
Brent Rosso¹

¹Montana State University
Creativity scholars have become increasingly interested in what role constraints play in the creative processes of work teams in organizations. While several recent findings have revealed that the right types of constraints in the right environments and in the right proportions can actually enable team creativity, the mechanisms through which constraints enhance and inhibit creativity in teams remain vague. The purpose of this study is to address these gaps by answering the research question, ‘What are the social-psychological mechanisms through which constraints enhance and inhibit R&D team creativity?’ In-depth field research of four R&D teams in a multinational corporation known for innovation was conducted, revealing three mechanisms by which constraints inhibit team creativity and four mechanisms by which constraints enhance team creativity. The results of this study help to make sense of prior paradoxical findings and bring greater theoretical coherence to this area of study.

2:00pm – 3:30pm SYMPOSIUM – THE PROFESSORSHIP

A Women’s Wisdom Circle for Feminine Leadership Action
Jyoti Bachani², Elizabeth Davis¹, Joan Marques³, Patsy Phillips⁴, Jaye Goosby Smith⁵, Stacie Chappell²

¹Saint Mary’s College of California, ²University of Vancouver Island, ³Woodbury University, ⁴Museum of Contemporary Native Arts, ⁵The Citadel

Six women who have dedicated their lives to teaching thousands of students and executives over their careers, and built and led organizations and communities of practice to effect systemic change, will share their personal stories and visions, building on lived experiences as women in leadership roles in academia and society. They are pioneers who paved the way in institutions built for and by men, that systematically undervalue the feminine qualities. The panelists will create what Native Americans call a wisdom circle to share their stories, in community. This is a way to re-imagine and bring about immediate systemic changes by finding common themes for engaged actions by all who participate.

4:00pm – 4:30pm THE PROFESSORSHIP: LIVE Q&A

1.1 Understanding the Work-Life Conflict Experiences of Employees Balancing Work, Graduate School, and Family
Ethlyn Williams¹, Victor Boyi¹, Kate McCombs²

¹Florida Atlantic University, ²Tennessee Tech University

We examine work-life conflict experiences of employees undergoing career management in the form of a graduate degree. Analysis of 43 semi-structured interviews reveals that employees experience three types of work-life conflict episodes: energizing, maintaining, or depleting. Based on a personal agency framework, we link work-life conflict episodes with resource management strategies involving self-leadership strategies. We demonstrate that when employees experience energizing episodes they try to acquire more resources via behavioral strategies of self-goal setting and self-observation. When employees experience maintaining episodes, they utilize natural rewards strategies to protect their stock of resources. Finally, when employees experience depleting episodes, they utilize constructive thought strategies of self-correcting feedback and the evaluation of dysfunctional beliefs to recover from resource loss. Our study contributes to the literature on employees’ work-life conflicts.
1.2 The Resurrection of Marquis de Sade Within a Contemporary Business Ph.D. Program

Robert Duncan Pelly¹
¹McMurry University

This article revives Marquis de Sade's philosophy within a contemporary business school's Ph.D. program. The theory postulated in this paper epitomizes de Sade's justifications for his pornographic exploitations, transforming them into a dialogue of power relations within the confines of a Ph.D. student office known as the Menagerie. The Menagerie represents a heterotopia, which is an underexplored element of de Sade's philosophy. His sexual exploits required a separate space: brothel, monastery, or remote dungeon. Likewise, the racist, exploitative, and misogynistic behavior observed within this Ph.D. program was possible because faculty members established it as a safe space to promote academic freedom - even though it was quickly appropriated for alternative purposes. The methodology is a layered account ethnography inspired by Marquis de Sade's literary prowess. It is of benefit to educators - it is a cautionary tale of the dangers of leaving Ph.D. students unsupervised.

4:00pm – 4:30pm COMMUNICATIONS: LIVE Q&A

1.1 Local and Global Status Concerns Independently Predict Jargon Use Among Psychologists

Zachary Brown¹, Eric Anicich², Adam Galinsky¹
¹Columbia Business School, ²USC Marshall

When do social scientists use jargon to describe their research? We propose that low status, both global (i.e., between group) and local (i.e., within group), increases jargon use in conspicuous circumstances. More specifically, we predict that lower-status academics will conspicuously use jargon to signal higher status. We tested this hypothesis using 7 years of poster titles from the largest annual personality and social psychology conference. Analyses revealed that both global and local status concerns independently predicted jargon use. For global status, the status of the authors' universities predicted jargon use; authors from lower-status schools used more jargon in their poster titles. For local status, first authors with a co-author from a higher-status university included more jargon in their titles. These results demonstrate jargon is often used by psychologists to compensate for low status.

1.2 A Framework for Disrupting the Incivility Spiral through Interventions of Complexity Theory & Sensemaking

Teri Tompkins¹, Gary Mangiofico¹
¹Pepperdine Graziadio Business School

The reduction of workplace incivility and coercive action is a fertile area for organizational research, but there is a paucity of research about interventions in the incivility and abusive leadership domains outside of conventional conflict resolution methods. To fill this gap, and in line with the recognition of the high cost of incivility and coercive actions in the workplace, the present paper applies complexity theory to develop a new model explaining how incivility spirals into disruptive patterns. The new model guides the practitioner and concerned managers into a dialogical process to make sense of the emerging patterns which are likely to cause bifurcation in the relational process, if not interrupted. After introducing the theoretical concepts, we provide an example of an intervention and suggest questions for developing this conceptual paper for future research to extend theory into the incivility research.

4:45pm – 6:15pm Awards & Closing Session (WAM Terrace)

All are invited to gather in the WAM Terrace afterwards.
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<td>Keith Davis</td>
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<td>C. William Voris</td>
<td>American Graduate School of International Management</td>
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<td>Austin Grimshaw</td>
<td>University of Washington</td>
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<td>Harold Koontz</td>
<td>University of California, Los Angeles</td>
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