Theme: Restoration

WAM 2021

62nd Annual Meeting

HELD VIRTUALLY
April 21 – 24, 2021

WAM 2021 SPONSORS AND PARTNERS

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

Center for Entrepreneurship
California State University, Chico

KANSAS STATE UNIVERSITY
MILITARY AFFAIRS

The College of Business
AT THE UNIVERSITY OF NEVADA, RENO

Follow the *JOURNAL OF MANAGEMENT INQUIRY* on Twitter

@JMgmt_Inquiry

JMI is sponsored by
the Western Academy of Management

More information about *JMI* is available at
http://jmi.sagepub.com/

TABLE OF CONTENTS

PLEASE NOTE: All times in the program are Pacific Daylight Time

PROGRAM AT-A-GLANCE

WEDNESDAY, APRIL 21	
9:00am-4:00pm	Doctoral & Junior 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**	Developmental Papers available for viewing throughout the day
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			The WAM Terrace is open all day for attendees to connect
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 2: **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**		Developmental Papers available for viewing throughout the day
10:45am-11:45am	Traditional Papers **Leaders Session 2**	Traditional Papers **The Firm Session 2**		
12:00pm- 1:00pm	Developmental Paper Sessions: Relationships-Connections; The Firm			The WAM Terrace is open all day for attendees to connect
1:00pm-2:00pm	Developmental Paper Sessions: The Workplace; The Professorship; Communications (Environmental-Context; People; The Firm)			
2:00pm-3:00pm	Traditional Papers **Leaders Session 3**	Traditional Papers **The Firm Session 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	Morning Meet & Greet (WAM Terrace)			
8:00am-9:00am	Traditional Papers **Environment-Context Session 1**	Traditional Papers **People Session 1**		Developmental Papers available for viewing throughout the day
9:30am-10:30am	Traditional Papers **Environment-Context Session 2**	Traditional Papers **People Session 1**	Traditional Papers **The Workplace Session 1**	
11:00am-12:00pm	Traditional Papers **Environment-Context Session 3**	Traditional Papers **People Session 1**	Traditional Papers **The Workplace Session 2**	
12:30pm-1:45pm	ASCENDANT SCHOLARS Session			The WAM Terrace is open all day for attendees to connect
2:00pm-3:30pm	Traditional Papers **Relationship-Connections Session**	Symposium: **The Professorship**		
4:00pm-4:30pm	Traditional Papers **Communication Session**	Traditional Papers **The Professorship Session**		
4:45pm-6:15pm	AWARDS & CLOSING			
	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	Ana Maria Peredo, University of Victoria
President-Elect & Program Chair 2021	Kim Hinrichs, University of California Chico
Vice President & Program Chair 2022	Antoaneta Petkova, San Francisco State University
Communications Officer	Alex Bolinger, Idaho State University
Treasurer	Jim Downing, Naval Postgraduate School
Representative at Large (two-year)	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 Paperds - 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 Hibbert[1], Arran Caza[2], Marissa Edwards[3], Megan Gerhardt[4], Danna Greenberg[5], Jennifer Leigh[1], Clare Rigg[6]

[1]University of St Andrews, [2]University of North Carolina, [3]University of Queensland, [4]Miami University, [5]Babson College, [6]University 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 Rodrigues[1], Anup Krishnamurthy[1]

[1]St. 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 Bachani[1], Steve Taylor[2], Christopher Michaelson[3], Ramya Venkateshwaran[4], Janani Murali[5], Raza Mir[6]

[1]Saint Mary's College of California, [2]Worcester Polytechnic Institute, [3]University of St. Thomas, [4]Indian Institute of Management Calcutta, [5]Padmalaya Dance Foundation, [6]William 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 Walker[1], Verónica Rabelo[1], Ian Dunham[1], Oscar Stewart[1]

[1]San 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 Lambert[1], Regina Yanson[2]

[1]*Indiana University Southeast, *[2]*Francis 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-Winter[1]

[1]*University 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 Black[1], Virginia Bratton[1], Brooke Lahneman[1]

[1]*Montana 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 Ehrhardt[1], Margaret Shaffer[2], Warren Chiu[3], Monica Sharif[4]

[1]*University of Colorado Denver, *[2]*University of Oklahoma, *[3]*Hong Kong Polytechnic University, *[4]*California State University, Los Angeles*

Rural Colleges: Creating a Rural Economic Development System (1-EC-3)

Michael Valdez[1], Lorraine Taylor[1]

[1]*Fort Lewis College*

Exemplary faculty actualization: Identifying a strategic framework for institutional motivation in higher education (1-EC-4)

Salvador Villegas[1], Shari Carpenter[2], Katherine Yamamoto[2]

[1]*Northern State University, *[2]*Eastern Oregon University*

Restoring relationship with the community: Social innovation typology in England (1-EC-5)

Timur Alexandrov[1], Helen Haugh[1]

[1]*Cambridge Judge Business School*

Buy Local, Help your Community during the Pandemic, they said. Will these efforts be sustainable? (1-EC-7)

Lori Peterson[1], Jeffrey English[2], Vincent Cicchirillo[3]

[1]Northeastern State University, [2]St. Xavier University, [3]St. Xavier University

A Time of Uncertainty and Change: A Competition for Legitimacy in Renaissance Europe (1-EC-8)

Eric Kirby[1], Susan Kirby[1]

[1]Texas 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 Nogueira[1]

[1]FGV-EAESP

_____DEVELOPMENTAL PAPER SESSIONS: LEADERS

Examining the Relationships between Motivation to Lead, Leadership Orientations and Intelligence: A Pattern Approach toward Leadership Emergence (1-L-1)

Andrew Hinrichs[1]

[1]California State University, Stanislaus

The Relationship Between Alcohol Use and Leadership Traits within the Midwestern U.S. Legal Field (1-L-2)

Chet Barney[1], Jacquelyn A. Bouwman[1], Chris Marlow[1], Michael McCarty[1]

[1]University of South Dakota

Restoration and Subversive Creativity in Organizational Management (1-L-3)

Vernita Perkins[1]

[1]Omnigi Research

Is Humor a Double-Edged Sword for Female Leaders?: A Conceptual Exploration Based on Signaling Theory (1-L-4)

Tina Sharifi[1], Leonard Karakowsky[1]

[1]York University

It may take a village, but how do you lead it? Team leadership, personality, and role performance (1-L-5)

Kori Callison[1], Amanda Allard[1]

[1]University 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 Hashemi[1], Louise Kelly[2]

[1]The Chicago School of Professional Psychology, [2]University of La Verne

Within the team: Towards an understanding of the individual-level outcomes of shared leadership (1-L-7)

Victor Boyi[1], Rasheed Azeez[2]

[1]Florida Atlantic University, [2]Lagos State University

Does Servant Leadership make Capacities of High-Quality Relationships between Employees? (1-L-8)

Ji-Yeon Seok[1]

[1]*New Mexico State University*

Creativity and Entrepreneurship (1-L-9)

Sally Elizabeth Deck[1]

[1]*Gonzaga University*

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

Christopher Bradshaw[1]

[1]*CSU 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 Casselman[1]

[1]*California State University Chico*

The Brain on Trauma: Trauma and its Implications for Entrepreneurship (2-P-2)

Lisa Jones Christensen[1], Arielle Badger Newman[2], Paul Godfrey[1]

[1]*Brigham Young University,* [2]*USM*

Cognitive biases, employees' product creativity, and product performance in manufacturing technology firms (2-P-3)

Matteo Cristofaro[1], Luna Leoni[1], Pier Luigi Giardino[1]

[1]*University of Rome 'Tor Vergata'*

Abusive Supervision and Time Banditry: A Moderated Mediated Model (2-P-4)

Kevin Knotts[1], Jamey Halleck[1]

[1]*Marshall University*

Is it just a game? Casual video game play improves employee performance (2-P-5)

Jaylon Sherrell[1], Bahareh Javadizadeh[1]

[1]*Indiana State University*

Employer branding indirect effect on the intention to quit through job satisfaction (2-P-6)

Jorge Sinval[1], João Sinval[2], Paulo Almeida[3], Aristides Ferreira[1]

[1]*Instituto Universitário de Lisboa (ISCTE-IUL),* [2]*University of Porto,* [3]*Neotalent*

When more is more: Hoarding, gatekeeping, and decision making in the workplace (2-P-7)

Kori Callison[1], McKayla Montgomery[1]

[1]*University of Alaska – Anchorage*

Managerial Strategic Profiles and Attitude toward Corporate Social Responsibility: A Cross-National Investigation (2-P-8)

Ana Elisa Iglesias[1], Jose Luis Iglesias[2], Ana Elisa Iglesias[1], Darcy Hanashiro[3], Maria Luisa Teixeira[3], Merlin Grueso-Hinestroza[4], Miguel González-Loureiro[5]

[1]Francis Marion University, [2]University of South Carolina Beaufort, [3]Mackenzie Presbyterian University, [4]Universidad del Rosario, [5]University of Vigo

An adaptive view of the professional resilience of change agents (2-P-9)

Sara Graves[1]

[1]Simon Fraser University

Student Stress, Burnout, and Wellbeing: Coping in the Classroom (2-P-10)

Kahlil King[1], Kahlil King[2], David Cassell[3], Caitlin Lapine[4], Robert Bonner[5]

[1]Northern Kentucky University, [2]Fashion Institute of Technology, [3]Hofstra University, [4]Touro College, [5]San 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 Rawls[1], Nicole Rodriguez[1]

[1]California 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 Bratton[1], Laura Black[1]

[1]Montana 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 Kristensen[1], Tom Butkiewicz[1], Barry Sugarman[1]

[1]Walden 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 Kiersch[1], Nicole Gullekson[1], Lindsay Steiner[1], Kristin Koepke[1], Megan Litster[1]

[1]*University 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 – 11:45pm	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 Sargam[1], Ashish Pandey[1]

[1]*Indian 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 Sargam[1], Ashish Pandey[1]

[1]University 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 Monzani[1], Andriy Rozhdestvensky[2]

[1]Western Ontario University, [2]Ukranian 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 Manix[1]

[1]University 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.

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

1.1   Distant and Distinct: Search and Organizational Learning in Technological Innovation

Russell Seidle[1]

[1]Suffolk 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 techno-logical 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 Li[1], Carol Flinchbaugh[2], Pingshu Li[3], Mengwei Li[1], Ilhwan Na[1], James Guthrie[1]

[1]University of Kansas, [2]New Mexico State University, [3]University 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 Alaktif[1]

[1]Stanford 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 Berg[1], Thomas Schäper[1], Christopher Jung[1], Stephan Nüesch[1]

[1]University 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.

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

2.1   Managing Teams Through Transformational Leadership. Lessons from Weber and Foucault

Jamila Alaktif[1]

[1]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.

2.2   Positive Leadership, Employment Ethics, and Job Satisfaction in Nigerian Hospitality-Based Organizations

Sean Valentine[1], Lynn Godkin[2], Gary Fleischman[3]

[1]University of North Dakota, [2]Lamar University, [3]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.

2.3   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[1], David Boje[2]

[1]McMurry University, [2]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 Rice[1]

[1]Miami 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 Datta[1]

[1]Illinois 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 Hmaddi[1], Lauren Lanahan[1]

[1]University 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 Fudge[1], Florence Honore[2]

[1]California State University - Sacramento, [2]University 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 Eberly[1], Erica Holley[2]

[1]University of Washington Tacoma, [2]Central Washington University

Community Empowerment Narratives Within Black Entrepreneurial Twitter Networks (3-RC-2)

Fredrick Rice[1]

[1]University 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 Flanigan[1]

[1]Athabasca University

Developing high-quality relationships in virtual teams: An intervention facilitating improved learning processes (3-RC-4)

Jennifer Miles[1], Mabel Sanchez[2], Carol Flinchbaugh[3]

[1]University of San Diego, [2]California State University, Los Angeles, [3]New Mexico State University

Cultivating Social Networks to Support Women's Career Development in STEM (3-RC-5)

Cathleen McGrath[1]

[1]Loyola Marymount University

Resilience and Sleep as Buffers for the Negative Effect of LMX Ambivalence on Newcomers' Job Performance (3-RC-6)

Nhu Nguyen[1], Réka Anna Lassu[1], Rebecca Bennett[1], Mark Ehrhart[1]

[1]University of Central Florida

Restoring Organizational Health and Stakeholder Trust: Governance Node Diagnostics in School Districts (3-RC-7)

Kenneth Smith[1], John Kurpierz[2], Wendy Cook[3], Teresa Walker[3]

[1]The Accountability Group, LLC, [2]York University, [3]Central Washington University

Student Retention and Degree Completion: The Moderating Effects of Institutional Factors (3-TF-1)

Gang Peng[1], Helen Han-Haas[2]

[1]California State University Fullerton, [2]Youngstown 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 Chandna[1], Adela Kadiasi[1]

[1]University 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 Terry[1], Jeffrey McGee[2]

[1]Texas A & M University-Corpus Christi, [2]The University of Texas at Arlington

Drivers of strategic orientation and ambidexterity: Are micro firms different? (3-TF-4)

Daniel Degischer[1], Maria Wallnoefer[1]

[1]MCI - The Entrepreneurial School

A Systematic Review of Firm Outcomes for Politically-Connected Directors on Corporate Boards (3-TF-5)

Kimberly Nehls[1], Martha Davis[2], Elisa Cunningham[2], Cecilia Ortega Lagos[2], Matthew Orlowsky[3]

[1]UNLV, [2]University of Denver, [3]United States Air Force Academy

Interlocked female directors and firm innovation (3-TF-7)

Gurdeep Singh Raina[1]

[1]Washington State University

The commitment of the Board of Directors towards Sustainability: the influence of legislation (3-TF-8)

Marco Minciullo[1]

[1]Università Cattolica del Sacro Cuore

Impact of Corporate Board, Leadership Style, Top Management Team, and Trust on Corporate Innovation (3-TF-9)

Prasad Vemala[1], Tapan Seth[1]

[1]Robert Morris University

What Matters? Financing Decisions and Selections: A Signaling Theory Perspective (3-TF-10)

Koushikee Dutta[1]

[1]Louisiana 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 Bliven[1]

[1]University of Wisconsin-Whitewater

A Theory of Organizational Impact of Social Movements (4-TW-2)

Erika Nunez[1]

[1]*Saint 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 Seal[1], Krystal Miguel Rawls[2], Patrick Flaherty[1], Di Fan[1], Selina Sanchez[1], Maria Garcia Guzman[1]

[1]*California State University, San Bernardino*, [2]*California State University, Dominguez Hills*

A Framework of Social Media Congruence (4-TW-4)

Katherine Roberto[1], Andrew Johnson[1], Jennifer Taylor[1]

[1]*Texas A&M University Corpus Christi*

Enabling Organizational Resilience: Determining the Relationship Between Organizational Resilience, Organizational Learning, and Psychological Safety (4-TW-5)

Jennifer Morris[1]

[1]*Indiana Wesleyan University*

Perceived organizational support, organizational commitment, and well-being among refugees in organizations (4-TW-6)

Ebru Ipek[1], Robin Pesch[2]

[1]*San Francisco State University,* [2]*Newcastle University Business School*

Intimate Partner Violence, Social Support, and Job Performance (4-TW-7)

Kahlil King[1], David Cassell[2]

[1]*Northern Kentucky University,* [2]*Hofstra University*

Business Model Canvas: A review of the variations (4-TW-8)

Marie Segares[1]

[1]*St. Francis College*

Developing a Scale for Leader Self-Disclosure Depth (4-TW-9)

Eunhee Bae[1]

[1]*University of Washington*

Organizational Resilience: Defining a Construct (4-TW-10)

Edward Powley[1]

[1]*Naval Postgraduate School*

_____ **DEVELOPMENTAL PAPER SESSIONS: THE PROFESSORSHIP**

The Mindset Match Behind Effective Management Instruction (4-TP-1)

Jonathan Sims[1], Brent Rosso[2]

[1]*Babson College,* [2]*Montana State University*

Capitalism in the Ivory Tower: Managing Identity, Career, and Boundary Across Academic and Commercial Science (4-TP-2)
Kent Rondeau[1]
[1]Alberta 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 Visconti[1]
[1]Columbia University

DEVELOPMENTAL PAPER SESSIONS: ENVIRONMENTAL-CONTEXT

A Performance Model of Social Entrepreneurship: Linking Organizational Commitment, Empowerment, and Teamwork (1-EC-6)
Jacob Massoud[1], Vafa Saboori-Deilami[1]
[1]Dominican 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 Callison[1]
[1]University 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 Nehls[1], Matthew Orlowsky[2], Cecilia Ortega Lagos[3], Elisa Cunningham[3], Martha Davis[3]
[1]UNLV, [2]United States Air Force Academy, [3]University 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 Kelly[1], Stacy Brecht Kelly[2], Rashmi Assudani[3]
[1]Univ of La Verne, [2]Ecole Grenoble de Management, [3]Xavier 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 Mitra[1], Conor Callahan[2], Steve Sauerwald[2]

[1]California State University Los Angeles, [2]University 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 Winton[1], Simone Meskelis[1], J. Lee Whittington[1]

[1]University 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 Awad[1]

[1]California 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 Madsen[1], Robin Dillon[2], Konstantinos Triantis[3], Bart Roets[4]

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

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 Datta[1], Arvin Sahaym[2], Smita Srivastava[3]

[1]Illinois State University, [2]Washington State University, [3]Wichita 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

Humanizing Management Through The Arts: Improv for Inclusiveness A Workshop Proposal.

Jyoti Bachani[1]

[1]Saint 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 Perkins[1]

[1]Omnigi 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 Rice[1]

[1]University 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 Haugh[1]

[1]University 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 Chandna[1], Manjula Salimath[2]

[1]University of Wisconsin- Green Bay, [2]University 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 Dunham[1]

[1]San 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 Dhaka[1], Rajen Gupta[2], Tanuja Sharma[3], Ashish Pandey[4]

[1]Tata Institute of Social Sciences, [2]Indian Institute of Management, Sirmaur, [3]Management Development Institute, Gurgaon, [4]Indian 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 Westerman[1], Yalcin Acikgoz[1], Lubna Nafees[1], Jennifer Westerman[1]

[1]Appalachian 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 Johnson[1]

[1]Cornell 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'Anna[1], Luiz Otavio Vogel[1]

[1]FGV 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.

9:30am – 10:30am   ENVIRONMENT-CONTEXT SESSION 2: LIVE Q&A

2.1   How Well Do U Know Dynamic Capabilities?

Christopher Jung[1], Ralf Wilden[2]

[1]WWU Muenster, [2]Macquarie 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 Huo[1]

[1]Utah 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 Ige[1], Michael Roberts[2]

[1]University of Detroit Mercy, [2]Mount 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 Pelly[1]

[1]McMurry 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 Cogan[1], Tobias Pret[2]

[1]University of Strathclyde, [2]Illinois 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 Gregory[1]

[1]Northern 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 Shakur[1], Arthur Jago[2]

[1]New York University, [2]University 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 Rice[1]

[1]Miami 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 Rodrigues[1], Cicilia Joshy[1], Malia Akshatha[1], Sarah Nehemie[1], Sumesh M[1], Tanushree M[1], Antu Babu[1]

[1]St. 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-Hanson[1], Cris Giannantonio[1], Amy Jane Griffiths[1]

[1]Chapman 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 Sharif[1], Farshad Ghodoosi[2],

[1]California State University, Los Angeles, [2]California 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 Toubiana[1], Trish Ruebottom[2]

[1]University of Alberta, [2]McMaster 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 Jeong[1]

[1]San 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 Keim[1]

[1]MacEwan 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'Anna[1], Fátima Oliveira[2]

[1]FGV EAESP, [2]FGV 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.

3.4   Capital Market Liability of Foreignness and Country-of-Origin Stereotypes: An Empirical Investigation

Abiodun Ige[1], Marvin Washington[2], Joseph Owusu[2]

[1]University of Detroit Mercy, [2]University 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 Shakur[1], Rellie Derfler-Rozin[2]

[1]New York University, [2]University 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 Brodt[1], Holly Chow[1], Xiaoxi Chang[1]

[1]Queen'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 Shinde[1], Jayant Athavale[2]

[1]Governors State University, [2]Maharshi 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 Robertson[1], Brenda Lautsch[2], David Hannah[2]

[1]University of the Fraser Valley, [2]Simon 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 Martinez[1], Cathleen McGrath[1], Mark Lengnick-Hall[2]

[1]Loyola Marymount University, [2]University 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 Orton[1], Kari O'Grady[2], Andrew Moffitt[2]

[1]Center for Trauma Studies and Resilience Leadership, [2]Brigham 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 Hammond[1]

[1]Utah 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 Pillis[1], Helen Tien[1]

[1]University 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 Rodrigues[1], Anup Krishnamurthy[1], Ayesha Pinto[1]

[1]St. 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 Fields[1]

[1]Eastern 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 Paik[1], Jongmin Lee[2], Inju Yang[3], Sven Horak[4]

[1]Loyola Marymount University, [2]Henley Business School, University of Reading, [3]RMIT University, [4]Peter 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 Trivedi[1], Antoaneta Petkova[1], Jurgen Willems[2]

[1]San Francisco State University, [2]WU 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 Rosso[1]

[1]Montana 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 Bachani[2], Elizabeth Davis[1], Joan Marques[3], Patsy Phillips[4], Jaye Goosby Smith[5], Stacie Chappell[2]

[1]Saint Mary's College of California, [2]University of Vancouver Island, [3]Woodbury University, [4]Museum of Contemporary Native Arts, [5]The 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 Williams[1], Victor Boyi[1], Kate McCombs[2]

[1]Florida Atlantic University, [2]Tennessee 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 Pelly[1]

[1]McMurry 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 Brown[1], Eric Anicich[2], Adam Galinsky[1]

[1]Columbia Business School, [2]USC 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 Tompkins[1], Gary Mangiofico[1]

[1]Pepperdine 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.

WAM PRESIDENTS

2020	Ana Maria Peredo, *University of Victoria*
2019	Thomas Wright, *Fordham University*
2018	Sarah Kovoor-Misra, *University of Colorado Denver*
2017	Arran Caza, *University of Manitoba*
2016	Paul Olk, *University of Denver*
2015	Chris Zatzick, *Simon Fraser University*
2014	David Hannah, *Simon Fraser University*
2013	Bambi Douma, *University of Montana*
2012	Jeffrey P. Shay, *Washington & Lee University*
2011	Sally Baack, *San Francisco State University*
2010	Richard W. Stackman, *University of San Francisco*
2009	Paul Hirsch, *Northwestern University*
2008	Phil Gorman, *California State University, Northridge*
2007	Candace Ybarra, *Chapman University*
2006	John Cullen, *Washington State University*
2005	Jim Spee, *University of Redlands*
2004	P. Devereaux Jennings, *University of Alberta*
2003	B. Thomas Mayes, *California State University, Fullerton*
2002	Joyce Osland, *San Jose State University*
2001	Gretchen Spreitzer, *University of Michigan*
2000	Steven M. Sommer, *University of Nebraska*
1999	Kimberly B. Boal, *Texas Tech University*
1998	Joan G. Dahl, *California State University, Northridge*
1997	Paul F. Buller, *Gonzaga University*
1996	Bruce H. Drake, *University of Portland*
1995	Jone L. Pearce, *University of California, Irvine*
1994	Craig C. Pinder, *University of British Columbia*
1993	Andre L. Delbecq, *Santa Clara University*
1992	John D. Bigelow, *Boise State University*
1991	Claudia Bird Schoonhoven, *Dartmouth College*
1990	Newton Margulies, *University of California, Irvine*

1989	Alan Glassman, *California State University, Northridge*
1988	John W. Seybolt, *University of Utah*
1987	Barry Z. Posner, *Santa Clara University*
1986	Patrick E. Connor, *Willamette University*
1985	Thomas G. Cummings, *University of Southern California*
1984	Roger Evered, *Naval Postgraduate School*
1983	Gordon A. Walker, *University of British Columbia*
1982	Margaret P. Fenn, *University of Washington*
1981	Thomas E. Hendrick, *University of Colorado*
1980	Joseph W. McGuire, *University of California, Irvine*
1979	Richard O. Mason, *Southern Methodist University*
1978	Craig C. Lundberg, *Cornell University*
1977	Anthony P. Raia, *University of California, Los Angeles*
1976	Vance F. Mitchell, *University of British Columbia*
1975	Bernard Alpert, *San Francisco State University*
1974	Albert C. Pierson, *San Diego State University*
1973	Joseph M. Trickett, *Santa Clara University*
1972	Edward J. Morrison, *University of Colorado*
1971	Fremont Kast, *University of Washington*
1970	Earl Goddard, *Oregon State University*
1969	Stanley C. Vance, *University of Oregon*
1968	Lyman W. Porter, *University of California, Irvine*
1967	Dale A. Henning, *University of Washington*
1966	Wilmar F. Bernthal, *University of Colorado*
1965	William B. Wolf, *Cornell University*
1964	Dale Yoder, *Stanford University*
1963	Keith Davis, *Arizona State University*
1962	C. William Voris, *American Graduate School of International Management*
1961	Austin Grimshaw, *University of Washington*
1960	Harold Koontz, *University of California, Los Angeles*

JMI SCHOLARS

WAM and the Journal of Management Inquiry sponsors this award to recognize our colleagues who have distinguished themselves over the course of their careers, have a reputation for mentoring successful researchers, and have personal qualities that enhance the WAM culture.

2021 Maureen Ambrose, *University of Central Florida*
Marshall Schminke, *University of Central Florida*
Martin Hoegl, *Ludwig-Maximilians University of Munich*

2020 Nancy Harding, *University of Bath*
Linda Smircich, *University of Massachusetts*
Marta B. Calás, *University of Massachusetts*

2019 Barry M. Staw, *Haas School of Business, University of California Berkeley*

2018 Jane E. Dutton, *University of Michigan*
Nandini Rajagopalan, *University of Southern California*

2017 Jean Bartunek, *Boston College*
Roy Suddaby, *University of Victoria*

2016 Mary Jo Hatch, *University of Virginia*
Alan Meyer, *University of Oregon*

2015 Wayne Cascio, *University of Colorado Denver*

2014 Blake Ashforth, *Arizona State University*
Sandra Robinson, *University of British Columbia*

2013 Terence Mitchell, *University of Washington*
Gerry McNamara, *Michigan State University*

2012 Chuck Snow, *Pennsylvania State University*
Thomas A. Wright, *Kansas State University*

2011 Barry Posner, *Santa Clara University*
Gretchen Spreitzer, *University of Michigan*

2010 Joyce Osland, *San Jose State University*
William Torbert, *Boston Colleg*e

2009 William Starbuck, *New York University*
David Whetten, *Brigham Young University*

2008 Joan Winn, *Denver University*
Alan Glassman, *California State University-Northridge*

2007 Denise Rousseau, *Carnegie Mellon University*

2006 Tom Cummings, *University of Southern California*
Jone Pearce, *University of California, Irvine*

2005 Lyman Porter, *University of California, Irvine*
Peter J. Frost, *University of British Columbia (posthumous)*

2004 Royston Greenwood, University of Alberta
Don Palmer, *University of California, Davi*s

2003 C.R. (Bob) Hinings, University of Alberta
Joanne Martin, *Stanford University*

ASCENDANT SCHOLARS – 1982-2021

2021 Jeremy D. Meuser, *University of Mississippi*
Julena M. Bonner, *Utah State University*
Madeline Toubiana, *University of Alberta*

2020 Jeffrey S. Bednar, *Brigham Young University*
Oliver Schilke, *University of Arizona*
Lauren Lanahan, *University of Oregon*
Chenwei Li, *San Francisco State University*

2019 Kyle J. Emich, *University of Delaware*
Abhinav Gupta, *University of Washington*
Dejun Tony Kong, *University of Houston*
David T. Welsh, *Arizona State University*

2018 Allison S. Gabriel, *University of Arizona*
Joel Gehman, *University of Alberta*

2017 Marco DiRenzo, *Naval Postgraduate School*
Marion Eberly, *University of Washington Tacoma*
Crystal Farh, *University of Washington*
Anthony Klotz, *Oregon State University*

2016: Ryan Fehr, *University of Washington*
Samuel S. Holloway, *University of Portland*
Ryan A. Krause, *Texas Christian University*
Pauline Schilpzand, *Oregon State University*

2015 Keith Leavitt, *Oregon State University*
David Wagner, *University of Oregon*

2014 Darren Good, *Pepperdine University*
Andrew Nelson, *University of Oregon*
Chris Barnes, *University of Washington*

2013 Chris Bingham, *Univ. of North Carolina, Chapel Hill*
Arran Caza, *Griffith Univ.*
Peter Madsen, *Brigham Young Univ.*
Feng Zhu, *Univ. of Southern California*

2012 John Bingham, *BYU*
Michael Johnson, *Univ. of Washington*
Paul Leonardi, *Northwestern Univ.*
Matthew McCarter, *Chapman Univ.*

ASCENDANT SCHOLARS CONTINUED

2011 Alison Cook, *Utah State*
      Mark Kennedy, *USC*
      Elizabeth Mullen, *Stanford Univ.*
      Antoaneta Petkova, *San Francisco State Univ.*

2010 Kristin Behfar, *UC Irvine*
      Peer Fiss, *USC*
      Camille Johnson, *San Jose State Univ.*
      Anne Parmigiani, *Univ. of Oregon*

2009 Teppo Felin, *Brigham Young Univ.*
      Kevin Groves, *Pepperdine Univ.*
      Mooweon Rhee, *Univ. of Hawaii*

2008 Berrin Erdogan, *Portland State Univ.*
      David Hannah, *Simon Fraser Univ.*
      Mary Sully de Luque, *Thunderbird School of Global Management*
      Chris Zatzick, *Simon Fraser Univ.*

2007 Sally Baack, *San Francisco State Univ.*
      Marc Da Rond, *Cambridge Univ.*
      Ana Maria Peredo, *Univ. of Victoria*
      Roy Suddaby, *Univ. of Alberta*

2006 Christine Beckman, *UC Irvine*
      Michael Lounsbury, *Univ. of Alberta*
      Jeff Shay, *Univ. of Montana*
      Marvin Washington, *Texas Tech Univ.*

2005 Brooks C. Holtom, *Georgetown Univ.*
      Sally Maitlis, *Univ. of British Columbia*
      K. Praveen Parboteeah, *Univ. of Wisconsin-Whitewater*
      Barry M. Goldman, *Univ. of Arizona*

2004 Craig Pearce, *Claremont Graduate Univ.*
      Shawn Berman, *Santa Clara Univ.*
      Peter Kim, *USC*
      Don Jung, *San Diego State Univ.*

2003 Larissa Z. Tiedens, *Stanford Univ.*
      Gerardo Andrés Okhuysen, *Univ. of Utah*
      Gregory A. Bigley, *Univ. of Washington*
      Livia Markoczy, *UC Riverside*

2002 Marta Elvira, *INSEAD and UC, Irvine*
      Christina Gibson, *USC*
      Tammy Madsen, *Santa Clara Univ.*
      Candace Ybarra, *Chapman Univ.*

2001 Talya Bauer, *Portland State Univ.*
      Ellen Ensher, *Loyola Marymount Univ*.
      Thomas Lawrence, *Univ. of Victoria*
      Rajnandini Pillai, *CSU-San Marcos*

2000 Amy Hurley, *Chapman Univ.*
      Lisa Hope Pelled, *USC*
      Daniel Skarlicki, *Univ. of British Columbia*
      Katherine Xin, *Hong Kong Univ. of Science & Technology*

1999 Nick Argyres, *Univ. of Southern California*
      William Hesterly, *Univ. of Utah*
      Kathleen Montgomery, *UC Riverside*
      Michael Morris, *Stanford Univ.*
      Steven M. Sommer, *Univ. of Nebraska*

1998 Cliff Cheng, *UCLA*
      Sandra Robinson, *Univ. of British Columbia*
      Stephen Tallman, *Cranfield School of Management*

1997 Joyce Osland, *Univ. of Portland*
      Gretchen Spreitzer, *USC*
      Sully Taylor, *Portland State Univ.*
      Pushkala Prasad, *Univ. of Calgary*

1996 Hal B. Gregersen, *Brigham Young Univ.*
      Pamela R. Haunschild, *Stanford Univ.*
      P. Devereaux Jennings, *Univ. of British Columbia*
      Nandini Rajagopalan, *USC*

1995 J. Stewart Black, *American Graduate School of International Management*
      Kay Devine, *Univ. of Alberta*
      Michael Vincent Russo, *Univ. of Oregon*

1994 Nakiye Boyacigiller, *San Jose State Univ.*
      Jennifer A. Chatman, *UC Berkeley*
      Margarethe Wiersema, *UC Irvine*

1993 Laurence Barton, *Univ. of Nevada*
      Raphael H. Amit, *Univ. of British Columbia*
      Sydney Finkelstein, *USC*

1992 Charles Hill, *Univ. of Washington*
      Robert Eder, *Portland State Univ.*
      Arvind Bhambri, *USC*

1991 Joan G. Dahl, *CSU-Northridge*
      Gibb Dyer, *Brigham Young Univ.*
      Gerald Ledford, *USC*
      Glenn McEvoy, *Utah State Univ.*

1990 Connie Gersick, *USC*
      Jay B. Barney, *Texas A & M Univ.*
      Kathleen M. Eisenhardt, *Stanford Univ.*
      Michael Lawless, *Univ. of Colorado, Boulder*

1989 Anne Tsui, *UC Irvine*
      Barbara Lawrence, *UCLA*
      Marilyn Gist, *Univ. of Washington*
      Rod Kramer, *Stanford Univ.*

1988 Thomas Lee, *Univ. of Washington*
David Bowen, *USC*
Mary Barton, *CSU-Northridge*

1987 Douglas Howley, *Univ. of Arizona*
Kimberly Boal, *Univ. of Nevada, Reno*
Vandra Huber, *Univ. of Washington*

1986 Alan Meyer, *Univ. of Oregon*
Janet Fulk, *USC*
Manuel Velasquez, *Santa Clara Univ.*

1985 Gerardo Ungson, *Univ. of Oregon*
Jone L. Pearce, *UC Irvine*
Mary Ann Von Glinow, *USC*

1984 Craig C. Pinder, *Univ. of British Columbia*
John W. Seybolt, *Univ. of Utah*
Susan Mohrman, *USC*

1983 David Boje, *USC*
John Bigelow, Boise State *Univ.*
Kurt Motamedi, *Pepperdine Univ.*

1982 Dean Tjosvold, *Simon Fraser Univ.*
Joanne Martin, *Stanford Univ.*
Meryl Louis, *Naval Post Graduate School*

JOAN G. DAHL PRESIDENT'S AWARD RECIPIENTS

2021 David Hannah

2015 Jeffrey P. Shay, *Washington and Lee University*

2011 Cynthia Nalevanko, *Sage Publications*

2005 Paul Hirsch, *Northwestern University*

Kimberly B. Boal, *Texas Tech University*

2004 Richard W. Stackman, *University of San Francisco*

2003 Kay Devine, *University of Alberta*

2002 Joyce Osland, *San Jose State University*

2001 Paul Buller, *Gonzaga University*
Thomas G. Cummings, *University of Southern California*

2000 John and Suzanne Bigelow, *Boise State University*

1999 Bruce H. Drake, *University of Portland*

1998 Andre L. Delbecq, *Santa Clara University*

1996 Joan G. Dahl, *California State University, Northridge*

1995 Robert Wright, *Pepperdine University*

1994 Kimberly B. Boal, *Texas Tech University*

1992 Alan M. Glassman, *California State University, Northridge*

1992 John W. Seybolt, *University of Utah*

1991 Anthony P. Raia, *University of California, Los Angeles*

1990 Craig C. Lundberg, *Cornell University*

ANDRÉ DELBECQ WAM 'STATE OF MIND' AWARD RECIPIENTS

2021 Richard Stackman

2012 Paul Buller, *Gonzaga University*
and Glenn McEvoy, *Utah State University*

2011 Asbjorn Osland, *San Jose State University*

2010 Fr. Brian Bainbridge (posthumous),
and Kay Devine, *Athabasca Univ.*

2009 Andre Delbecq, *Santa Clara University*

2008 Charles Vance, *Loyola Marymount University*

2007 Craig C. Lundberg, *Cornell University*

2006 B. Thomas Mayes, *CSU Fullerton*

THANK YOU WAM 2021 TRACK CHAIRS AND REVIEWERS

TRACK CHAIRS
Christopher Bradshaw
Andy Hinrichs
Carol Flinchbaugh
Ghadir Ishqaidef
Réka Lassu
Father Dan Parrish
Lori Peterson
Rohny Saylors

REVIEWERS
Timur Alexandrov
Chet Barney
Laura Black
AnnaMaria Bliven
Victor Boyi
Christopher Bradshaw
Virginia Bratton
Zachary Brown
Kori Callison
Mitch Casselman
Vallari Chandna
Aviel Cogan
Matteo Christofaro
Avimanyu Datta
Emmeline de Pillis
Sally Deck
Daniel Degischer
Himanshu Dhaka
Koushikee Dutta
Marion Eberly
Kyle Ehrhardt
Michael Fields
Peggy A Flanigan
Darcy Fudge
Sara Graves
Brian Gregory
Eissa Hashemi
Helen Haugh
Andrew Hinrichs
Ouafaa Hmaddi
Yang Huo
Abiodun Ige
Ana Iglesias
Ebru Ipek
Nara Jeong
Wayne Johnson
Lisa Jones Christensen
Charles Keim
Christa Kiersch
Kahlil King
Eric G Kirby
Kevin Knotts
John Kurpierz
Alysa Lambert
Réka Lassu

Peter Madsen
Kelly Manix
Patricia Martinez
Cathleen McGrath
Krystal Miguel Rawls
Jennifer Miles
Marco Minciullo
Arjun Mitra
Lucas Monzani
Jennifer Morris
Kimberly Nehls
Nhu Q Nguyen
Erika Nunez
J. Douglas Orton
Yongsun Paik
Robert Pelly
Vernita Perkins
Lori Peterson
Antoaneta Petkova
Edward Powley
Gurdeep Singh Raina
Darryl Rice
Fredrick Rice
Kirsten Robertson
Caren Rodrigues
Kent Rondeau
Brent Rosso
Anderson s Sant'Anna
Rohny Saylors
Craig Seal
Marie Segares
Russell Seidle
Ji-Yeon Seok
Monica Sharif
Tina Sharifi
Jaylon Sherrell
Uday Shinde
Jonathan Sims
Kenneth Smith
Jayati Talapatra
Ryan Terry
Teodora Tomova Shakur
Sean Valentine
Prasad Vemala
Salvador Villegas
Ethlyn Williams