



# WESTERN ACADEMY OF MANAGEMENT

## WAM 2018

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59th Annual Meeting

March 7 – 10, 2018  
Sheraton Salt Lake City Hotel



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## **WAM FUTURE SITES**

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2019 Rohnert Park, California (March 6 - 9, 2019)

2020 TBA

WAM's Executive Committee selects our sites with the assistance of our conference service provider, International Conference Services. When selecting sites, we discuss considerations that include budget, accessibility, the venue itself, and the attractions of the destination.

## **2017-2018 WAM OFFICERS**

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President:	Arran Caza, University of Manitoba
President Elect & Program Chair 2017-18:	Sarah Kovoov-Misra, University of Colorado, Denver
Vice President & Program Chair 2018-19:	Thomas Wright, Fordham University
Communications Officer:	Jim Downing, California State University, Chico
Treasurer:	Suzanne Zivnuska, California State University, Chico
Representatives at Large (two-year):	Patricia Martinez, Loyola Marymount University Holly Ferraro, Seattle University
Representatives at Large (three-year):	Kim Hinrichs, California State University, Chico
Past President:	Paul Olk, University of Denver



## BEST PAPER NOMINEES

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### WAM 2018 Past President's Best Paper Nominees

#### **Patently Secret? Hydraulic Fracturing Patents and the Containment of Public Risk Information**

Joel Gehman (University of Alberta), Zhen Lei (Pennsylvania State University),  
Daniel R. Cahoy (Pennsylvania State University) & Siavash Varasteh (Pennsylvania State University)

#### **Entrepreneurial Ideation Strategies: The Role of Creativity, Personal Style and Market Trends**

Tobias Pret (Pace University) & Aviel Cogan (University of Strathclyde)

#### **Does Gender Matter? An Investigation of the Effects of Authentic Leadership on Athletes' Psychological Capital and Engagement**

Jacqueline McDowell (George Mason University), Yung-Kuei Huang (National Ilan University) & Arran Caza (University of Manitoba)



## WAM 2018 PROGRAM SCHEDULE SUMMARY

### Wednesday, March 7, 2018

1:00 pm - 5:00 pm	REGISTRATION OPEN (Canyons Lobby)
3:00 pm - 5:30 pm	DOCTORAL CONSORTIUM (Arches; Pre-registration required)
6:30 pm – 8:30 pm	DOCTORAL CONSORTIUM DINNER (Bryce Ballroom) <b>Sponsored by the Ross School of Business, University of Michigan</b>

### Thursday, March 8, 2018

7:00 am - 5:00 pm	REGISTRATION OPEN (Canyons Lobby)
7:00 am - 8:00 am	DOCTORAL CONSORTIUM/CASE WRITERS BREAKFAST (Bryce Ballroom)
8:00 am - 3:45 pm	WESTERN CASE WRITERS CONFERENCE (Snowbird; Pre-registration required)
8:00 am - 3:45 pm	DOCTORAL CONSORTIUM (Arches; Pre-registration required)
10:00 am - 3:45 pm	JUNIOR FACULTY CONSORTIUM (Deer Valley; Pre-registration required)
10:30 am – 10:45 am	BREAK (Sundance)
12:00 pm – 1pm	CONSORTIUM/CASE WRITERS LUNCH (Bryce Ballroom)
1:00 pm - 3:45 pm	WORKSHOPS & PANELS (open to all)
2:15 pm - 2:30 pm	BREAK (Sundance)
4:00 pm - 5:45 pm	OPENING SESSION AND FIRESIDE CHAT WITH JMI SCHOLARS (Canyons Ballroom)
5:45 pm - 7:30 pm	OPENING RECEPTION (Zion) <b>Sponsored by the Huntsman School of Business, Utah State University &amp; College of Business, University of Nevada, Reno</b>

### Friday, March 9, 2018

7:00 am - 5:00 pm	REGISTRATION OPEN (Canyons Lobby)
6:45 am - 7:45 am	NEWCOMER'S BREAKFAST (open to anyone who has attended fewer than 60 WAMs - Bryce Ballroom)
8:00 am - 9:15 am	CONCURRENT SESSIONS
9:15 am - 9:30 am	BREAK (Lodge Lobby) <b>Sponsored by Sage</b>
9:30 am - 10:45 am	CONCURRENT SESSIONS
10:45 am - 11:00 am	BREAK (Lodge Lobby) <b>Sponsored by the Woodbury School of Business, Utah Valley University</b>
11:00 am - 12:15 pm	CONCURRENT SESSIONS
12:30 pm - 2:00 pm	PRESIDENTIAL LUNCHEON (Canyons Ballroom) <b>Sponsored by California State Polytechnic University, Pomona &amp; Marshall School of Business, University of Southern California</b>
2:30 pm - 3:45 pm	ASCENDANT SCHOLARS SESSION (Arches)
2:30 pm - 3:45 pm	CONCURRENT SESSIONS
3:45 pm - 4:00 pm	BREAK (Lodge Lobby) <b>Sponsored by Thunderbird School of Global Management</b>
4:00 pm - 5:30 pm	RESILIENCE AND TRANSFORMATION IN BUSINESS EDUCATION (Arches)
8:00 pm onwards	LAST SESSION (Zion)



**Saturday, March 10, 2018**

6:45 am - 7:45 am	BREAKFAST & WAM BUSINESS MEETING (Bryce Ballroom)
8:00 am - 9:15 am	CONCURRENT SESSIONS
9:15 am - 9:30 am	BREAK (Lodge Lobby) <b>Sponsored by Thunderbird School of Global Management</b>
9:30 am - 10:45 am	CONCURRENT SESSIONS
10:45 am - 11:00 am	BREAK (Lodge Lobby)
11:00 am - 12:30 pm	CLOSING SESSION: RESILIENCE AND TRANSFORMATION IN MANAGEMENT RESEARCH (Arches)

**Division Abbreviations**

BPS – Business Policy and Strategy  
OD/CAR – Organizational Development and Careers  
DEV – Developmental Papers  
EDU - Education  
ENT – Entrepreneurship  
IB – International Business and Management  
LDR - Leadership

OB/HRM – Organizational Behavior and Human Resource Management  
OMT – Organization and Management Theory  
ONE/SIM – Organizations and the Natural Environment / Social Issues in Management  
TIM – Technology and Innovation Management





## WAM 2018 PROGRAM SCHEDULE

**Wednesday, March 7, 2018**

### SCHEDULE OVERVIEW

1:00 pm - 5:00 pm	REGISTRATION OPEN (Canyons Lobby)
3:00 pm - 5:30 pm	DOCTORAL CONSORTIUM (Arches; Pre-registration required)
6:30 pm – 8:30 pm	Doctoral Consortium Dinner (Bryce Ballroom) - <b>Sponsored by the Ross School of Business, University of Michigan</b>

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### **3:00 pm - 5:30 pm DOCTORAL CONSORTIUM**

\*\* Pre-registration required

*Room: Arches*

Contact:

Patricia Martinez, Loyola Marymount University (Patricia.Martinez@lmu.edu)  
Holly Slay Ferraro, Seattle University

### **6:30 pm – 8:30 pm DOCTORAL CONSORTIUM DINNER (BRYCE BALLROOM) - SPONSORED BY ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN**



## Thursday, March 8, 2018

### SCHEDULE OVERVIEW

7:00 am - 5:00 pm	REGISTRATION OPEN (Canyons Lobby)
7:00 am - 8:00 am	DOCTORAL CONSORTIUM/CASE WRITERS BREAKFAST (Bryce)
8:00 am - 3:45 pm	WESTERN CASE WRITERS CONFERENCE (Snowbird; Pre-registration required)
8:00 am - 3:45 pm	DOCTORAL CONSORTIUM (Arches; Pre-registration required)
10:00 am - 3:45 pm	JUNIOR FACULTY CONSORTIUM (Deer Valley; Pre-registration required)
10:30 am - 10:45 am	BREAK (Sundance)
12:00 pm - 1:00 pm	CONSORTIUM/ CASE WRITERS LUNCH (Bryce)
1:00 pm - 3:45 pm	WORKSHOPS & PANELS (open to all)
2:15 pm - 2:30 pm	BREAK (Sundance)
4:00 pm - 5:45 pm	OPENING SESSION AND FIRESIDE CHAT WITH JMI SCHOLARS (Canyons Ballroom)
5:45 pm - 7:30 pm	OPENING RECEPTION (Zion) <b>Sponsored by the Huntsman School of Business, Utah State University &amp; College of Business, University of Nevada, Reno</b>

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#### **8:00 am - 3:45 pm      WESTERN CASE WRITERS CONFERENCE**

\*\* Pre-registration required

*Room: Snowbird*

Contact:

Deborah Walker, Fort Lewis College ([walker\\_d@fortlewis.edu](mailto:walker_d@fortlewis.edu))

#### **8:00 am - 3:45 pm      DOCTORAL CONSORTIUM**

\*\* Pre-registration required

*Room: Arches*

Contact:

Patricia Martinez, Loyola Marymount University  
Holly Ferraro, Seattle University

#### **10:00 am - 3:45 pm      JUNIOR FACULTY CONSORTIUM**

\*\* Pre-registration required

*Room: Deer Valley*

Contact:

Patricia Martinez, Loyola Marymount University  
Holly Ferraro, Seattle University



**1:00 pm - 2:15 pm      EDU: DARK, MILK OR WHITE CHOCOLATE: TRANSFORM YOUR LEARNING ASSESSMENT WITH EFFECTIVE RUBRIC DESIGN AND CHOCOLATE WORKSHOP**

*Room: Solitude/Powder Mountain*

**Dark, Milk or White Chocolate: Transform Your Learning Assessment with Effective Rubric Design (and Chocolate)**

Jennifer Schultz, Utah Valley University  
Maureen Andrade, Utah Valley University  
Letty Workman, Utah Valley University  
Emmalee Garrett, Utah Valley University  
Ashley Gonzalez, Utah Valley University  
([jennifer.schultz@uvu.edu](mailto:jennifer.schultz@uvu.edu))

**Abstract:** Current accountability pressures are requiring faculty and administrators to strategically assess courses, teaching methods, programs, schools and college outcomes for continuous improvement. Opportune, honest, clear, meaningful student assessments are important for learner outcomes, teaching effectiveness and more recently accreditation. Faculty intuitively know great student work, but articulating grading variations, good or bad, can be a challenge. Grading rubrics are an effective and efficient tool for taking the guesswork and frustration out of assessing student work. This experiential workshop will use chocolate as a metaphor for explaining the theoretical framework for rubrics, then provide participants with a proven approach to rubric development that can be used across the curriculum. Sample (chocolate) rubrics for use in their own teaching will be provided, and participants will experiment with using rubrics in an interactive small group format.

**1:00 pm - 2:15 pm      EDU: BUSINESS CASE WRITING WORKSHOP**

*Room: Snowbird*

**Business Case Writing Workshop**

Andrew Fergus, Thompson Rivers University  
([afergus@tru.ca](mailto:afergus@tru.ca))

**Abstract:** Using cases in the classroom adds an important facet to the learning process that helps students gain the confidence and “experience” to be innovative, creative, and make good business decisions. Cases encourage critical thinking and research. Faculty who engage in case writing can actually prepare material that closely aligns with what they want students to learn in their classroom. Cases bring real-world examples to the students, and allow the faculty member who writes a classroom case to engage with the business community. This workshop intends to provide both new and experienced case writers tips and guidance on how to maintain resilience through the case writing process. The workshop will be fun, inspirational, and instructive. Its action orientation will provide a program for taking participants’ case-writing to a new level. The workshop will cover the whole case writing process, from the initial idea to the final editorial change.

**2:15 pm - 3:45 pm      OD/CAR: DEVELOPING A PERSONAL BALANCED SCORECARD WORKSHOP**

\*\* Pre-registration required.

*Room: Brighton*

**Developing a Personal Balanced Scorecard**

Paul Olk, University of Denver  
Kathryn Aten, Naval Postgraduate School  
Suzanne Tilleman, University of Montana  
Anita Salem, Naval Postgraduate School  
([Paul.Olk@du.edu](mailto:Paul.Olk@du.edu))

**Abstract:** The performance of doctoral students and faculty is typically evaluated by a handful of simple metrics – e.g., publications, citation counts, students’ evaluation of teaching (SETs). Yet, for many of us in the profession, these simple metrics do not capture the range and depth of activities we are expected or want to



do. These metrics draw attention to narrow dimensions within research and teaching, and ignore other aspects of our professional lives. Further, as the profession encourages students and faculty to strive for a balanced professional and personal life, these metrics do not capture the balance. This workshop addresses the need for a better approach towards evaluating one's performance. Participants will work to create a personal balanced scorecard that reflects a broader range of personal and professional values and permits tracking progress on each of these values over time.

**4:00 pm - 5:45 pm          OPENING SESSION AND FIRESIDE CHAT WITH JMI SCHOLARS**

*Room: Canyon Ballroom*

An interactive Q&A session with the 2018 JMI Scholars: Jane E. Dutton (Robert L. Kahn, Distinguished University Professor Emerita of Business Administration and Psychology, University of Michigan) and Nandini Rajagopalan (Joseph A. DeBell Chair in Business Administration, University of Southern California)

**5:45 pm - 7:30 pm          OPENING RECEPTION - SPONSORED BY THE HUNTSMAN SCHOOL OF BUSINESS,  
UTAH STATE UNIVERSITY & COLLEGE OF BUSINESS UNIVERSITY OF NEVADA, RENO**

*Room: Zion*

All registrants are invited to socialize with old friends and to make new ones. Light hors d'oeuvres and a cash bar will be available.



## Friday, March 9, 2018

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9:30 am - 10:45 am	CONCURRENT SESSIONS
10:45 am - 11:00 am	BREAK (Lodge Lobby) <b>Sponsored by Woodbury School of Business, Utah Valley University</b>
11:00 am - 12:15 pm	CONCURRENT SESSIONS
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2:30 pm - 3:45 pm	CONCURRENT SESSIONS
3:45 pm - 4:00 pm	BREAK (Lodge Lobby) <b>Sponsored by Thunderbird School of Global Management</b>
4:00 pm - 5:30 pm	RESILIENCE AND TRANSFORMATION IN BUSINESS EDUCATION (Arches)
8:00 pm onwards	LAST SESSION (Zion)

#### **6:45 am - 7:45 am      NEWCOMER'S BREAKFAST**

*Room: Bryce Ballroom*

A WAM newcomer is anyone who has attended fewer than 60 WAM conferences. If you qualify, please join your colleagues for a buffet breakfast.

#### **8:00 am - 9:15 am      OB/LDR: ATTACHMENT AND DISENGAGEMENT**

*Room: Solitude/Sundance*

**Chair: Thomas Wright, Fordham University**

#### **A Secure Base: The Effects of Attachment Orientation on Leader Energy and Effectiveness**

Thiraput Pitichat, Claremont Graduate University

Jeffrey Yip, Claremont Graduate University

[thiraput.pitichat@cgu.edu](mailto:thiraput.pitichat@cgu.edu)

**Abstract:** Leadership requires an investment in building relationships with others. Why are some leaders more invested than others? This study examines how a leader's attachment orientation predicts the energy by which a leader engages in work relationships and the consequences of this investment for leader effectiveness. In doing so, we build on theories of adult attachment and theorize how a leader's attachment orientation is



consequential to leader effectiveness. More specifically, we examine the mediating role of energy in the relationship between attachment orientation and leader effectiveness. Survey data was collected with top executives of large organizations (n=227) and linked to subordinate ratings of the leader's energy and effectiveness. Our findings reveal the significant effects of attachment orientation on a leader's energy and perceived effectiveness. These findings suggest that the roots of effective leadership can be found in a leader's working model of relationship, in particular, their attachment orientation.

### **It's Not Easy Being New: The Effects of Being a Newcomer on Depression and Suicide**

Taeya Howell, Brigham Young University  
Peter Madsen, Brigham Young University  
Kaitlin Ward, Brigham Young University  
([kaitlin.ward25@gmail.com](mailto:kaitlin.ward25@gmail.com))

**Abstract:** The obstacles new hires face upon starting a new job may lead to negative mental health outcomes for some newcomers, including the development of depressive symptoms and suicide. We draw on psychological theories of depression and suicide and find that being a newcomer is associated with developing depressive symptoms, particularly if the newcomer has previously experienced depression. Further, individual differences and characteristics of the job itself influencing the ability to form social connections and to accomplish the job both relate to the likelihood of developing depressive symptoms. We use the National Longitudinal Survey of Youth 1979 in Study 1 and find that greater social complexity of the role, prior experience with the same firm, and higher levels of self-efficacy buffer newcomers from negative effects. In Study 2, based on the National Center for Health Statistics' National Mortality Followback Survey, we find that newcomers are at increased risk of suicide death.

### **Attachment Style, Competitiveness, and Workplace Bullying: Early Relational Model Effects on How We Enact Bullying Behaviors**

Gabby Swab, University of Mississippi  
Paul Johnson, University of Mississippi  
([rgswab@olemiss.edu](mailto:rgswab@olemiss.edu))

**Abstract:** Workplace bullying is a universally harmful yet common occurrence. Research has focused on the victim outcomes of bullying leaving little to be understood about bullies themselves. To address this gap, we draw from attachment theory and competitive personality to develop and test a mediated model of workplace bullying that incorporates the effect of employees' individual differences developed at a young age (i.e. attachment style) and how that determines their relational framework with others in adulthood (i.e. competitive orientation). Further, examine how these two concepts impact one's intentions to bully peers. The results find support that an individual's early attachment style affects their relational models in how they compete with others and enact bullying behaviors.

**8:00 am - 9:15 am**      **ENT: BUILDING RESILIENCE SYMPOSIA**

*Room: Snowbird*

### **Building Resilience: Emerging Institutions Supporting Refugee Entrepreneurship**

Heidi Herrick, University of Utah  
Paul Godfrey, Brigham Young University  
Lisa Jones Christensen, Brigham Young University  
Arielle Newman, University of Utah  
Loren Rich, University of Utah  
([heidi.herrick@eccles.utah.edu](mailto:heidi.herrick@eccles.utah.edu))

**Abstract:** Given the turmoil around the world and influx of refugee populations around the globe, what can management scholars learn about resilience and coping mechanisms by studying the entrepreneurial activities of refugees? Moreover, how do the institutional responses to refugees affect the transformation (or lack



thereof) of both refugees and the surrounding communities? The purpose of this symposium is to examine refugee resilience and transformation in entrepreneurial settings. An interdisciplinary panel of leading scholars, practitioners, entrepreneurs, and community services will present their latest research and engage in an interactive discussion centered on this emerging stream of research and its implications for entrepreneurship theory, organizational behavior theory, strategic human resource management, and practice.

**8:00 am - 9:15 am**      **EDU: LEARNING AND EARNING PANEL**

*Room: Big Cottonwood*

**Chair: Richard Moore, California State University Northridge**

**Learning and Earning: Are Post Graduation Earnings Valid Assessment Tools for Business Schools**

Richard Moore, California State University Northridge  
Kenneth Chapman, California State University Northridge  
Bettina Huber, California State University Northridge  
Catherine Hou, California State University Northridge  
([richard.moore@csun.edu](mailto:richard.moore@csun.edu))

**Abstract:** Most Americans are shocked that few higher education institutions can report with any confidence the earnings and employment of their graduates. This panel will present a follow up system for measuring labor market outcomes for over 90,000 students which has won an AACSB innovation award and describe a project that is underway to develop a similar system for the seven California State University Campuses in metro L.A. This type of focus on labor market outcomes is controversial. The panel will engage with the audience in a dialog around the following questions: Are labor market outcomes a valid measure of institutional effectiveness? Are comparisons between departments, colleges and campuses valid? How do these measures account for differences in the demographics of students served? Should these type of measures be required in accreditation (especially AACSB) and program reviews? Should these measures be made available to the public?

**8:00 am - 9:15 am**      **ONE/SIM/OMT: SUSTAINABILITY AND RISK**

*Room: Brighton*

**Chair: Richard Stackman, University of San Francisco**

**"It Started in the Vineyard": How Environmental Sustainability Management Standards Coevolve with Physical Ecosystems**

Brooke Lahneman, Montana State University  
Jennifer Howard-Grenville, Cambridge Judge Business School  
([brooke.lahneman@montana.edu](mailto:brooke.lahneman@montana.edu))

**Abstract:** Theorizing about business sustainability has been developed largely around institutional, organizational, and strategic factors. By definition, sustainability is grounded in the interaction between organizations and the natural environment, yet we lack substantial theorizing regarding how the physical environment shapes individual and collective business sustainability practices. In an inductive, qualitative study in the wine industry, we explore how the evolution of an environmental sustainability standard reflects ecosystem conditions over seventeen years. Drawing on theory from ecology, we develop a processual account of how business sustainability practices shape, and are reshaped by, ecosystem conditions on multiple scales. With this model, we build new theory around sustainability as generating resilience of organizations and the natural environment together in a social-ecological system. We hope this research sparks interest in the coevolution of physical ecosystems and organizing practices, helping us better understand how such a coevolution contributes to the overall resilience of a social-ecological system.



### **Patently Secret? Hydraulic Fracturing Patents and the Containment of Public Risk Information**

Joel Gehman, University of Alberta

Zhen Lei, Pennsylvania State University

Daniel Cahoy, Pennsylvania State University

Siavash Varasteh, Pennsylvania State University

[jgehman@ualberta.ca](mailto:jgehman@ualberta.ca)

**Abstract:** The development and commercialization of new technologies is considered essential to achieving sustainability objectives. Patents have the potential to influence both information diffusion and technology access. Whereas prior work has emphasized the role of patenting in capturing information of economic value, we theorize the potential for patents to contain public risk information. To test our ideas, we developed a novel database of hydraulic fracturing (“fracking”) patents, together with a matched sample of non-fracking patents. Our analyses reveal that in response to a weakened trade secrecy regime, patenting of processes (vs. products) increased, the overall quality of hydraulic fracturing patents decreased, and this decrease in quality attributable to process patents. These results provide strong support for our information containment hypothesis.

**8:00 am - 9:15 am** **TIM/OB: INNOVATION, CONVERGENCE, STIGMA (HYBRID VIRTUAL SESSION)**

*Room: Arches*

**Chair: Antoaneta Petkova, San Francisco State University**

### **What Constitutes Methodological Innovation in Qualitative B2B Marketing Management Research?**

Lakshmi Balachandran Nair, Utrecht University

Michael Gibbert, Università della Svizzera italiana

[l.balachandrannair@uu.nl](mailto:l.balachandrannair@uu.nl)

**Abstract:** Qualitative research has a dual nature. It is generally believed to be among the most innovative of methods, offering great flexibility in iterative phases of the research process to create novel theory-data linkages. On the other hand, the rigor of qualitative research has been questioned, and myriad guidelines for enhancing rigor have been proposed (sometimes putting methodological innovativeness into a straightjacket). Overall, while much is known about rigor, we know much less about the innovativeness of qualitative methods. So how can we be more innovative in qualitative research methods? In this study, we take a first step in answering this question by examining the innovativeness of existing (published) qualitative research methods in B2B marketing management. We categorize the articles according to the methods used - into core, adjacent, and transformationally innovative. As a further step, we examine the transformationally innovative methods and discuss their potential contributions to the research field.

### **Knowledge Networking and Coopetition: The Role of Shared Technology in Promoting Goal Convergence**

Robert Randolph, University of Nevada Las Vegas

Kirk Silvernail, University of Nevada Las Vegas

Han-Fen Hu, University of Nevada Las Vegas

[robert.randolph@unlv.edu](mailto:robert.randolph@unlv.edu)

**Abstract:** The present research explores the role of information technology (IT) in networking and knowledge sharing in multi-organization coopetition. Based on organizational social capital and network theories, we posit that IT not only enhance knowledge returns from coopetitive activity but also promote network homophily in such a way that prioritizes complementary convergent strategic goals, because IT can facilitate the accumulation of social capital in the network that leads to the promotion of shared values and collective outcomes. Our findings, based on a large-scale primary survey of a non-profit coopetitive association, affirm our hypotheses and suggest that the role of effective IT extends beyond purely facilitating knowledge exchange and may play a vital role in the ongoing strategic development of firms pursuing collaborative options.





### **You Do What?! Perceived Ostracism and Social Stigma of Dirty Jobs in Family Firms**

Kirk Silvernail, University of Nevada, Las Vegas

([kirk.silvernail@unlv.edu](mailto:kirk.silvernail@unlv.edu))

**Abstract:** Dirty work exists because social stigma is attached to certain occupations. Such occupations are abundant and exist within every societal context, often existing to fulfill basic needs necessary for society to function. How individuals in these occupations react to this stigma through perceived ostracism and the subsequent effect on organizational and occupational commitment is an area that emphasizes the importance of social context on intrapersonal characteristics and behaviors. The family firm exists as an interesting way to explore such relationships as concepts of social identity and ostracism that exist as a result of a dirty occupation may be fundamentally different for a family firm compared to a non-family firm. The roles of family and non-family employees are considered. Finally, implications and directions for future research are discussed and a call is made for the need to have interdisciplinary research in this important area.

**8:00 am - 9:15 am**      **DEV - LDR: LEADERSHIP BEHAVIORS**

*Room: Wasatch: Table 1*

**Chair: Suzanne Zivnuska, California State University, Chico**

### **Extending the Influence of Leaders beyond Behaviors: An Investigation of Leader Mindsets**

Ryan Gottfredson, California State University - Fullerton

Lisa Lambert, Georgia State University

([rgottfredson@fullerton.edu](mailto:rgottfredson@fullerton.edu))

**Abstract:** Mindsets are mental frames or assumptions that create a lens through which individuals selectively organize and encode information. Mindsets have been heavily studied in the psychology domain, and have been found to impact individuals thinking, learning, and behaviors, each of which is important to leadership effectiveness. But little is known about the importance of mindsets for leadership effectiveness. Thus, we engaged in a paper people study where we assess the impact of leader behaviors and leader mindsets on follower's perceptions of leader-member exchange (LMX), satisfaction with the leader, leader liking, and task performance. We found that (1) leader mindsets are directly related to the follower perception outcomes, (2) self mindsets lead to the lowest levels of the follower perception outcomes, (3) evidence that follower mindsets are the most valuable of the mindsets, and (4) mindsets are as important, if not more important, than leadership behaviors.

### **Leadership Reform: Why Competitive Organizational Leaders Don't Change**

Vernita Perkins, Omnigi.com

([vxp2077@ego.thechicagoschool.edu](mailto:vxp2077@ego.thechicagoschool.edu))

**Abstract:** Organizational leaders in competitive industries are so consumed with over-delivering profits to stakeholders, that they ignore the need to firmly establish wellbeing and meritocracy into their organizations. Today, organizations must be helmed by effective leaders committed to organizational wellbeing through service, meritocracy, transformation, effective management, and effective organizational membership. Leaders unwillingly to comply with practices and strategies of wellbeing and meritocracy must be identified and held accountable with a call to action for global leadership reform by leadership scholars, researchers, scientists, leadership experts, and management consulting professionals and their firms. We can no longer just offer research and real-world application science, then idly watch as ineffective leaders decimate their organizations and our global wellbeing.

### **Understanding the Dimensionality of Transformational Leadership**

Christopher Hartwell, Utah State University

Hayden Anderson, Utah State University

([chris.hartwell@usu.edu](mailto:chris.hartwell@usu.edu))



**Abstract:** While research on transformational leadership has flourished, there have been recent criticisms of the validity and utility of transformational leadership theory, including the criticism that the dimensions of transformational leadership have not been carefully developed, nor have the dimensions demonstrated distinct predictive, moderating, or mediating influences on outcomes (Van Knippenberg & Sitkin, 2014). This research proposal seeks to examine these criticisms by taking initial steps toward (1) understanding the different ways in which the dimensionality of transformational leadership has been developed and presented - including providing an evolutionary look at how different conceptualizations have developed from earlier foundations; (2) examining how transformational leadership has been operationalized, measured, and reported in empirical research; and (3) examining the relationships between transformational leadership dimensions and the incremental validity of the dimensions in predicting outcomes.

**8:00 am - 9:15 am**      **DEV - ENT: SUCCESS AND FAILURE**

*Room: Wasatch: Table 2*

**Chair: Holly Ferraro, Seattle University**

### **Industry Dynamics and Entrepreneurial Entry: A Demand-side Analysis**

Lalit Manral, University of Central Oklahoma

([Imanral@uco.edu](mailto:Imanral@uco.edu))

**Abstract:** An important stream of theory development within the literature on entrepreneurship concerns itself with exploring how entrepreneurial opportunities are endogenously determined with the dynamic structural characteristics. This stream of research, which draws on a variety of structural and stylized models featured in the industry dynamics literature, generates two fertile areas for theory development. First, the literature does not yet provide a comprehensive theoretical explanation of how [various types of] incumbents' investments create entry opportunities for (say) different types of entrepreneurial entrants along the industries' evolutionary path. Second, the literature also does not yet provide a theoretical explanation of how the change in demand structure along an industry's life-cycle influence entrepreneurial entry.

### **The Evolution of Entrepreneurial Leadership: A Case Study of a High-Tech Firm**

Connor Lubojacky, Univ. of Houston

([clubojacky@gmail.com](mailto:clubojacky@gmail.com))

**Abstract:** Entrepreneurial leadership is an exciting new area that brings together the entrepreneurship and leadership literatures, but some have questioned the direct transferability of leadership theories to entrepreneurship which typically involves new ventures and small businesses compared to larger, established organizations. An interesting question at this convergence is how does a leader need to adapt over the differing life cycles of a new venture. Drawing from the entrepreneurial leadership literature and employing a single-case design approach, I propose to explore this question and contribute to the growing entrepreneurial leadership literature.

### **Embracing Failure: The Effect of Online Startup Postmortems on Membership in the Entrepreneur Community**

Jessica Santana, Stanford University

([jsant@stanford.edu](mailto:jsant@stanford.edu))

**Abstract:** The most common outcome for entrepreneurs is failure. Entrepreneurs increasingly turn to online postmortems to make sense of and recover from startup failure. Yet, failure is also a stigmatizing experience. For serial entrepreneurs, failures must be carefully narrated to maintain status in the entrepreneurial community. This research analyzes how postmortems impact the entrepreneur's membership in their peer community. We find that postmortem commentary includes at least two important peer reactions: outreach and exclusion. These two audience reactions are important because they are mechanisms for community (and occupational) access. From content analysis of postmortems, we learn that the key predictor of community



exclusion appears to be a strategy of identity work that we call “identity claiming.” We also find that excluders tend to have more positive subsequent entrepreneurial outcomes than outreachers. We theorize that community outreach correlates with network marginalization in the peer community, and test this claim using network analysis methods.

**8:00 am - 9:15 am**      **DEV - OB/HRM: BURNOUT AND WORKLIFE BALANCE**

*Room: Deer Valley: Table 1*

**Chair: Shu Wang, Radford University**

**The Role of Work-Life Balance and Worker Scheduling Flexibility in Predicting Global Comparative Job Satisfaction**

Jonathan Westover, Utah Valley University

Maureen Andrade, Utah Valley University

([Maureen.Andrade@uvu.edu](mailto:Maureen.Andrade@uvu.edu))

**Abstract:** Prior research has indicated that the nature of work has changed dramatically in recent years in response to economic shifts and an increasingly global economy. In part, this shift has resulted in a greater efficacy of various work-life balance and worker schedule flexibility elements in the experiences of employees in the workplace. However, little is known about the overall comparative quality of work and job satisfaction around the world in response to a shifting and increasingly interconnected global economy. In this study, we will use non-panel longitudinal data from the most recent wave of the International Social Survey Program (Work Orientations IV, 2015) to conduct an exploratory comparative analysis of the impact of various workplace conditions, job characteristics, and employee attitudes in relation to comparative job satisfaction across the globe, with a special focus on the role of work-life balance and worker scheduling flexibility.

**Stifled and Burned Out: Stress Appraisal and the Risks of Proactive Personality**

Jordan Nielsen, University of Iowa

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**Abstract:** Although the benefits of proactive personality have been well documented for both organizational and individual careers, there may be costs and risks associated with trait proactivity to which managers and researchers should pay attention. We suggest that, as a behavioral tendency associated with situational change, highly proactive people may be especially sensitive to hindrance stressors—barriers in organizations that impede personal growth and achievement and are inherently resistant to change. In a sample of 229 licensed architects, we show that those high in proactive personality experience a stronger relationship between hindrance stressors and hindrance appraisals (e.g., frustration). As a result, proactive employees also reported higher levels of emotional exhaustion. Our findings suggest that proactive people may be at risk for psychological strain in certain stress environments, and employees and managers would do well to recognize the limits of individual proactive behavioral tendencies.

**8:00 am - 9:15 am**      **DEV - OB/OMT: ONE’S PERSPECTIVE MAKES A DIFFERENCE**

*Room: Deer Valley: Table 2*

**Chair: Kyle Ehrhardt, University of Colorado Denver**

**Unintended Consequences of Managerial Feedback: Recognizing and Reinforcing Employee Citizenship Behavior**

Linda Dunn-Jensen, San Jose State University

Katherine Ryan, Indiana University

([linda.dunn-jensen@sjsu.edu](mailto:linda.dunn-jensen@sjsu.edu))

**Abstract:** Even with decades of insightful research on the topic, there is still much to learn about what motivates individuals to engage in Organizational Citizenship Behavior (OCB). What drives people to see



themselves as “good” organizational citizens, going above and beyond in-role expectations in their workplaces? Drawing from the identity claiming-identity granting literature, we propose that feedback behaviors of managers can positively or negatively influence the decision of organizational members to define themselves as a “good soldiers” and therefore to continue to engage in OCBs at a consistent and meaningful level. When a manager’s feedback does not affirm this citizenship identity, OCBs that benefit other individuals as well as those that benefit the organization are reduced and eventually withdrawn.

### **Relational Attributions, Relational Behaviors and the Moderating Role of Perspective Taking**

Marion Eberly, University of Washington Tacoma

Erica Holley, Central Washington University

([marionb@uw.edu](mailto:marionb@uw.edu))

**Abstract:** In this paper, we explore the impact of relational attributions on interpersonal citizenship behaviors and ostracism, and the moderating role of perspective taking. Using a memory recall study, we found that relational attributions did not relate to interpersonal citizenship behaviors. Furthermore, contrary to expectations, results demonstrated that relational attributions positively related to ostracizing behaviors. When study participants attributed a workplace event to the relationship they had with a close colleague, they chose to socially exclude their colleague as a consequence. This relationship did not hold for study participants high in perspective taking. These results suggest a potential maladaptive effect of relational attributions, but also a potential remedy in the attenuating effect of perspective taking.

### **Organization Celebrity and Formal Social-Control Agent Behavior: An Examination of an Investigation**

#### **Duration**

Brian Soebbing, University of Alberta

Chad Seifried, Louisiana State University

Khirey Walker, Ball State University

([soebbing@ualberta.ca](mailto:soebbing@ualberta.ca))

**Abstract:** Of increasing importance in the organizational literature is the idea of celebrity. While past research looks at how organizations gain, maintain, and lose celebrity, little is known about its impact with social-control agents. This proposed research seeks to examine the role organization celebrity plays in the investigation undertaken by the formal social-control agent when investigating organizational misconduct. Specifically, the proposed research looks to explore whether organization celebrity impacts the duration of an investigation by the formal social-control agent. The empirical setting is National Collegiate Athletic Association Division I Universities from 2003 to 2015. Using information in the public use documents released by the formal social-control agent, the research proposes a two-stage estimation to answer this question. The results from the proposed research has implications for both the theory on celebrity and social-control agents.

### **9:15 AM- 9:30 AM BREAK (LODGE LOBBY) - SPONSORED BY SAGE**

### **9:30 am - 10:45 am OB/HRM/OMT/LDR: CRISIS MANAGEMENT**

*Room: Solitude/Sundance*

**Chair: Rajnandini Pillai, California State University San Marcos**

#### **Gender and Emotional Expression in Crisis Leadership**

Kristi Tyran, Western Washington University

([kristi.tyran@wwu.edu](mailto:kristi.tyran@wwu.edu))

**Abstract:** The understanding of how men and women differ in leadership roles can be enhanced by examining how men and women express emotion when leading in crisis situations. While some research suggests that men and women leaders do not differ in behaviors and actions, most research does find differences in follower



perceptions and expectations related to the gender of the leader. Based on preliminary interview data, we propose hypotheses exploring the role of male and female emotional expression in both actual leadership style and perceived leadership effectiveness when leading in crisis situations.

### **Mann Gulch Lessons Still Burn: New Insights on High Reliability Organizations Facing Volatility and Complexity**

Timothy Clark, Northern Arizona University

Dan Parrish, University of Portland

Sam Holloway, Univ of Portland

[parrishd@up.edu](mailto:parrishd@up.edu)

**Abstract:** Managerial insights deriving from Karl Weick's 1993 analysis of the Mann Gulch fire have significantly impacted scholarly understanding of how teams make sense of complex and volatile contexts. Employing a similar methodology, our study of government documents related to the epic wildfire in the mountains near Yarnell, Arizona, which killed 19 firefighters in 2013, has stirred fresh insights. Notably, despite better training and equipment and years of process improvement, modern firefighters are also burdened by greater bureaucracy, conflicting policies, and ambiguous protocols and procedures that negatively affected their sensemaking, sometimes resulting in tragedy. Specifically, by studying wildland firefighting under these new and modern conditions, we find the sensemaking tenets of high reliability organizing overdue for advancement. Our study advances understanding of sensemaking by examining the effects of volatility and complexity colliding in settings where organizational missteps could be catastrophic.

### **Is Blood Thicker than Water? How Crisis Type and Severity Influence Organizational Commitment and Turnover Intention?**

Alanna Hirshman, West Virginia

Lynda Bowers, West Virginia

Jeffery Houghton, West Virginia

Suman Rath, West Virginia

[amh0039@mix.wvu.edu](mailto:amh0039@mix.wvu.edu)

**Abstract:** While most definitions of an organizational crisis involve the perceptions of critical stakeholders, the effects an organizational crisis has on internal stakeholders has been largely overlooked. Although organizational behavior researchers have theorized about negative events in the form of "shocks," this concept overlooks the relative importance and divergent effects that crisis type and severity have on employee attitudes towards their employing organization. We aim to examine the effects that competence-based and integrity-based organizational crises have on various dimensions of employee organizational commitment and turnover intentions. Using scenario materials, we manipulate crisis type (competence-based and integrity-based) and crisis severity (high and low) in a pretest-posttest, factorial-between subjects experimental design involving 191 undergraduate students. Our findings provide support for our hypotheses that an organizational crisis strongly influences employee organizational commitment and turnover intentions. The theoretical and practical implications of our findings are discussed along with strengths, limitations, and suggestions for future research.

**9:30 am - 10:45 am**      **ENT/OMT: CHANGE AND RESILIENCE**

*Room: Snowbird*

**Chair: Tobias Pret, Pace University**

### **Framing as a Micro-Foundation to the Resilience-Agility Capability: Setting the Cognitive-Affective Stage for Dynamic Potential**

Bart De Keyser, University of Antwerp

Koen Vandenbempt, University of Antwerp

Alain Guette, University of Antwerp



([bart.dekeyser@uantwerpen.be](mailto:bart.dekeyser@uantwerpen.be))

**Abstract:** As the business environment becomes progressively dynamic, the constructs of resilience and agility are increasingly advanced as primordial organizational capabilities. While extant literature has picked up in terms of the macro-level exploration of resilience and agility, surprisingly little research seems conducted on the constructs' micro-foundational basis: all abstractionism aside, what processes contribute to the constitution of organizational resilience and agility in the firm's daily bearings? By introducing the construct of framing, this paper addresses this literature gap from a social constructivist perspective. Based on the findings of an explorative case study at a B2B-company, this paper outlines the cognitive and affective impact of four different framing approaches, i.e. adrift, fortified, homeless, and colonization. Case findings reveal that, while the potential of fortified and homeless approaches to constitute dynamic capabilities fades over time, the framing approach of colonization exhibits an organizational setting that picks up in dynamic potential as time progresses.

#### **How Temporality Saved Christmas at the Military Post Office**

R. Duncan Pelly, California State University, Los Angeles

([duncan.pelly@gmail.com](mailto:duncan.pelly@gmail.com))

**Abstract:** This paper explores the role of stories in assisting entrepreneurs to articulate opportunities during emergencies. This paper assumes opportunity is a moment in time, and focuses on the role of stories, temporal agency, and abstractions such as values in driving entrepreneurial behavior. This article uses layered account organizational autoethnography to explore how emergencies reduce the potentiality of the future, forcing an entrepreneur at the military post office to articulate or revive elements of the past, present, and future to tell a new story that reinterprets abstractions and organizational ideals as a means of realizing a hidden opportunity.

#### **From the Eyes of Change: Entrepreneurship Research as a Source for Developing New Theories of Organization**

Masoud Shadnam, MacEwan University

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**Abstract:** Over the past three decades, the core theories of organization have remained largely intact and mainstream organization research has been predominantly focused on cosmetic elaborations of existing theories. We argue that a fundamental, fruitful, and often neglected source for developing new theories of organization is the shifts of organizational reality. We also argue that a core body of research that is well positioned to document shifts of organizational reality is entrepreneurship research. Accordingly, we propose an important agenda for entrepreneurship research that consists of systematic and disciplined studies on emerging shifts of organizational reality.

**9:30 am - 10:45 am**      **OB/ENT: COGNITION AND EMOTIONS**

*Room: Big Cottonwood*

**Chair: Edward Powley, Naval Postgraduate School**

#### **Technology Disruption Narratives: Entrepreneurial Foresight Or Fallacy?**

Antoaneta Petkova, San Francisco State University

Sanjay Jain, CSU-Northridge

Anu Wadhwa, Imperial College

Xin Yao, San Francisco State University

([apetkova@sfsu.edu](mailto:apetkova@sfsu.edu))

**Abstract:** We incorporate and extend the literature on cultural entrepreneurship and entrepreneurial story telling by looking at the introduction of (potentially) disruptive technologies to an existing mature market. Our study shows that entrepreneurs who come up with really compelling forward-looking stories are able to



leverage the resources they need to develop the new technology. However, the compelling stories can set them up in the “wrong” direction if they create expectations, which cannot be met within the specified timeframe. Surprisingly, it appears that the stronger and more compelling the story, the more difficult it is to reset the unrealistic expectations because both internal and external stakeholders become overly committed to the details of the disruption narrative they had co-created and internalized.

### **Beyond Affective Forecasting: The Role of Emotions on Confidence Perceptions in Interpersonal Conflict**

Carma Nez, New Mexico State University  
Marcus Valenzuela, CSU, Bakersfield  
John Ross, Indiana University Southeast  
Carol Flinchbaugh, New Mexico State University  
([cflinch@nmsu.edu](mailto:cflinch@nmsu.edu))

**Abstract:** We empirically examine affective forecasting (AF) as a two-step cognitive process that demonstrates how the recollection of past memories elicits affective reactions (Step 1), which in turn, may influence confidence toward performance intentions (Step 2). In this research, we extend the conceptualization of AF by testing the posited relationships in the AF process in two distinct studies examining interpersonal conflict. In samples of both students (Study 1) and working adults (Study 2), support is found for the sequential nature of the two-step AF process noting that a person’s confidence perceptions toward interpersonal conflict performance increases following an increase in positive emotions. Thus, positive emotional reactions stemming from recollections of prior interpersonal conflict are consistently found to influence one’s confidence in responding to future conflict. Our findings suggest that consideration of emotional reactions to past events on future performance intentions is an important, yet often overlooked aspect of interpersonal behavior.

### **Inside the Boom: Sense-Losing, Improvising, and Sense-Remaking**

Kari O’Grady, Loyola University Maryland  
James Orton, Center for Trauma Studies and Resilience Leadership  
([ogradykari@gmail.com](mailto:ogradykari@gmail.com))

**Abstract:** Cosmology episodes include left-of-boom activities (anticipating) and right-of-boom activities (renewing); little is known about inside-the-boom resilience processes – sense-losing, improvising, sense-remaking. In response, nine theoretical concepts are discussed. Sense-losing resilience begins with a triggering event that marks a transition from anticipating resilience to sense-losing resilience; continues with vicious cycles in which sense-losing accelerates through human interaction with a tangible world; and finishes as people adopt a leadership style of deference to expertise. Improvising resilience begins with a retrospective brutal audit, an honest appraisal of causes and severity of the damage; continues with identity-based inspiration, a liminal-space in which individuals are able to tap into emotions and flow to generate new possibilities; and social sense-giving, a conversation-based process that makes recombination improvisation possible.. Sense-remaking resilience begins with the concept of reluctance to simplify, continues with the concept of virtuous cycles, and ends with the concept of a new normal.

**9:30 am - 10:45 am**      **EDU: STUDENT EXPERIENCES AND COMMUNITY ENGAGED LEARNING PROJECTS**  
**PANEL**

*Room: Arches*

### **Student Experiences, Perceptions and Perspectives of Community-Engaged Learning Projects**

Jennifer Schultz, Utah Valley University  
Kyrsi Zamora, Utah Valley University  
Jake Epley, Utah Valley University  
Kelsie Saban, Utah Valley University  
Tanner Lundquist, Utah Valley University



Emmalee Garrett, Utah Valley University  
James Keyes, Utah Valley University  
Ashley Gonzalez, Utah Valley University  
Kyle McIntyre, Utah Valley University  
Jonathan Westover, Utah Valley University  
Letty Workman, Utah Valley University  
Bernd Kupka, Utah Valley University  
([Jennifer.Schultz@uvu.edu](mailto:Jennifer.Schultz@uvu.edu))

**Abstract:** Utah Valley University (UVU) is a Carnegie classified community engaged institution. The mission-driven faculty, have an established reputation in the community for initiating and leading work that improves the community and provides an applied project mechanism for developing student knowledge and skills important for employment in the region. This panel presentation will highlight student experiences and provide examples of how high-impact educational initiatives (collaborative assignments and projects, undergraduate research, and service learning/community-based learning) are being successfully used in a business school. Student project examples include social justice Autism projects, call center employee retention and turnover consulting, peer interview and focus group instruction and a Latin America training project.

**9:30 am - 10:45 am      DEV - LDR: LEADERSHIP TRAITS AND DEMOGRAPHICS**

*Room: Wasatch: Table 1*

**Chair: Arran Caza, University of Manitoba**

**Exploring the Role of Age in Leadership**

Arran Caza, University of Manitoba  
([arran.caza@umanitoba.ca](mailto:arran.caza@umanitoba.ca))

**Abstract:** Is a 40-year-old too young lead a federal political party? Is a 29-year-old too young to be the Chief Financial Officer of a Fortune 500 corporation? Is a 74-year-old too old to be an effective CEO? All of these possibilities have been suggested in recent media, and they serve to highlight the fascination and importance of a leader's age. This paper proposes a meta-analysis to integrate the current state of knowledge on the effect of leaders' age.

**The Perceptive Leader: A Preliminary Look into Trait Judgment Accuracy**

Douglas Colman, Idaho State University  
Tera Letzring, Idaho State University  
Robert Lion, Idaho State University  
([colmdoug@isu.edu](mailto:colmdoug@isu.edu))

**Abstract:** A key assumption of leadership is that leaders hold a clear picture of their followers. It is that understanding that allows them to effectively lead others. Although this seems like a tenable prerequisite to effective leadership, this proposition has not been empirically evaluated. As such, this project serves as a very preliminary exploration of the relation between the ability to accurately make judgments of personality and (1) having leadership experience (yes vs. no) and (2) self-reported duration of leadership experience. Statistically controlling for age, gender, and ethnic category, there was not a difference in levels of accuracy of personality judgments between those having leadership experience and those without. However, in partial support of the second proposition, level of distinctive accuracy – identifying unique attributes – is positively correlated with duration of time in a leadership role ( $d=0.27$ ), but not normative accuracy – appropriately specifying targets' personality as average ( $d=-0.03$ ).





### **The Disorienting Effects of Balancing Work and Family: Transforming Women's Views of Leadership**

Robin Frkal, Assumption College

([ra.frkal@assumption.edu](mailto:ra.frkal@assumption.edu))

**Abstract:** This paper proposes an autoethnographic approach to understanding the disorienting dilemmas that women face in establishing authentic leadership identities in addition to balancing work and family. It questions whether transformation occurs in women's meaning-making as they find their way through the leadership labyrinth, which changes their views of leadership and desire to remain or return to the leadership track.

**9:30 am - 10:45 am      DEV - ENT: ENTREPRENEUR CHARACTERISTICS**

*Room: Wasatch: Table 2*

**Chair: Chet Barney, University of South Dakota**

### **How Ego Networks Shape Entrepreneurial Intentions**

Jon Anderson, University of West Georgia

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**Abstract:** Research on entrepreneurship has often focused on individual, cultural or economic factors as predictors of intention and behavior. In recent years, research has begun to consider social influences as potential antecedents to entrepreneurship as well. Using responses from more than 1000 students from a variety of majors, individual ego networks show significant power in explaining variance in entrepreneurial intentions above variables often used in the literature. This finding suggests that social network analysis may add insight into our understanding of entrepreneurial intention and action.

### **An Exploration of Grit in Entrepreneurs, and the Role That Mentors Play in Strengthening Grit When Serving as Mentors for Their Proteges**

Ellen Ensher, Loyola Marymount University

Vicki Whiting, Westminster college

([eensher@lmu.edu](mailto:eensher@lmu.edu))

**Abstract:** The purpose of this research is: First we investigate how successful entrepreneurs develop grit in themselves, perhaps through their life experiences and with special consideration given to mentor relationships that may have informed this grit and resilience. Second, we explore how entrepreneur mentors develop the qualities of grit in their protégés as well. For this study, we will interview 20-25 successful entrepreneurs from various industries. We define successful entrepreneurs as those who have been in business a minimum of four years, with at least two years of profitability over \$150,000, with at least ten employees. We will conduct one-on-one interviews and use NVivo software to analyze the data. This research is important as it is the first study to explore the role of grit in successful entrepreneurs, how entrepreneurs develop grit and resilience as they face challenged in their businesses, and how they foster these skills in others through mentoring.

### **Core Self Evaluation In An Entrepreneurial Context: The Importance Of Feelings As Information**

Chet Barney, University of South Dakota

Rohny Saylor, Washington State University Vancouver

Yogesh Raut, Washington State University Vancouver

Jennifer Anderson, Weber State University

([chet.barney@usd.edu](mailto:chet.barney@usd.edu))

**Abstract:** It has been argued that core self-evaluation (CSE) is a trait, however we show that the core self-evaluation scale, presently used to assess CSE, captures unstable states. Utilizing a phenomenological perspective, we theorize that the simple act of smiling will demonstrate that CSE can be an experience of state,



rather than trait. We investigate this through an experimental design and find that a significant number of the items in the CSE scale were unstable under the treatment of a smile. Our findings have significant theoretical, methodological and practical implications.

**9:30 am - 10:45 am      DEV - OMT/OB/HRM: CRAFTING OUR PROFESSION**

*Room: Deer Valley: Table 1*

**Chair: Lizabeth Barclay, Oakland University**

**The Stories We Tell: Contemplating a Narrative Paradigm for Research on Gender Differences and Venture Funding**

Lizabeth Barclay, Oakland University

Ellen Chisa, Consultant

[barclay@oakland.edu](mailto:barclay@oakland.edu)

**Abstract:** Research on entrepreneurial effort has increasingly considered the topic of gender differences. In particular, a number of these works focus on gender and acquiring venture capital (Guynn & Swartz, 2016; Malmström, Johansson & Wincent, 2017; Kanze, et al., 2017a, 2017b; Williams, 2017). This paper briefly reviews the extant literature and then proposes the use of a narrative paradigm to understand the dynamics of this area. Tentative research areas using narrative theory are also suggested.

**Organizational Ghosts: The Present Functions of Individuals from the Remembered Past**

Jeffrey Bednar, Brigham Young University

Jacob Brown, Brigham Young University

[jbrownbyu@yahoo.com](mailto:jbrownbyu@yahoo.com)

**Abstract:** Social identity research in organizational studies has largely focused on present-focused antecedents of identification while ignoring how organizational practices of remembering its past—and the legacies of former members—influence the experiences of contemporary organizational members. In this manuscript, we fill this important gap by identifying the various ways remembering the legacies of former members influences the experiences of current organizational members. Drawing from qualitative data from two merging organizations, each with rich histories, our findings suggest that legacies in organizations (i.e., memories of former members) influence current members in five important ways: supplying organizational identity content (roots), orienting identity appropriate behaviors (compass), attracting and connecting individuals to the organization (magnet), softening identity instability (cushion), and safeguarding identity survival (shield).

**Does Technological and Organizational Changes Affect Self-Employment?**

Prasad Vemala, Robert Morris University

Tapan Seth, Robert Morris University

Jaegul Lee, Wayne State University

[vemala@rmu.edu](mailto:vemala@rmu.edu)

**Abstract:** The literature on self-employment and entrepreneurship has grown rapidly in recent years. In this regard, attention has been focused on factors that influence an individual's propensity to delve into self-employment. This paper will measure the influence of technological and organizational change on knowledge workers propensity to become self-employed and knowledge workers propensity to become self-employed in low vs high technology industry. Multinomial Logit regression methodology will be applied to measure the relationships.



9:30 am - 10:45 am      **DEV - OD/CAR: CAREER OPTIONS AND OPPORTUNITIES**

*Room: Deer Valley: Table 2*

**Chair: Marco DiRenzo, Naval Postgraduate School**

**Avoiding the Career Off-Ramp Caused by Good Intentions**

Taeya Howell, Brigham Young University  
Lisanne Murphy, Brigham Young University  
Catherine Tinsley, Georgetown University  
Emily Amanatullah, Georgetown University  
([thowell@byu.edu](mailto:thowell@byu.edu))

**Abstract:** The number of women at the very top of organizations remains disproportionately low compared to the number of women in the overall workforce. While women may face blatant sexism at work, it is more likely that subtle and less conscious biases undermine development and promotion of female employees. Employee performance appraisals influence career trajectories of employees, and this process may be one avenue by which biases affect the advancement of women within organizations. Across a survey, field experiment, and lab experiment, we find that women are less likely to receive direct negative feedback and more likely to receive positive praise than their male colleagues when performance slips. Further, typical diversity training of focusing on gender differences increases the likelihood that women are put on the slow-track after performance dips. Focusing on the feedback women receive may yield important insights in to increasing the number of women in top leadership roles.

**Called to Serve: Career Calling and Commitment in the U.S. Military**

Marco DiRenzo, Naval Postgraduate School  
Jen Tosti-Kharas, Babson College  
Ned Powley, Naval Postgraduate School  
([msdirenz@nps.edu](mailto:msdirenz@nps.edu))

**Abstract:** This study assesses the influence of calling on career fit, organizational commitment, and turnover intentions on a sample of active duty officers in the U.S. military. Results indicate that calling is related to each of these outcomes, with life satisfaction and experiencing content career plateaus partially mediating some of these relationships. Further testing and inclusion of potential moderator variables are needed to refine the model.

**Developing Creative Talent in an Organization: A Growth Approach**

Ronald Miller, Utah Valley University  
Nuno David Martins, Utah Valley University  
Austin Larsen, Utah Valley University  
Steven B. Allred, Utah Valley University  
Kevin Castle, Utah Valley University  
([ronald.miller@uvu.edu](mailto:ronald.miller@uvu.edu))

**Abstract:** Businesses are often constrained in hiring the most creative and best performing employees due to a small relative talent pool and difficulties in hiring and retention. Given the example of creativity which, tied to innovation, is seen as a major driver of business success, we propose a growth model. This model, using currently available technologies and methodologies, would allow for the benchmarking of those skills most closely tied to a company's KPIs. Once those skills are benchmarked, machine learning algorithms can assist in determining which aspects are most predictive of high KPIs. Training, even for such ephemerals as creativity, are now readily available in the scientific literature, and these can then be used to grow a company's own talent, allowing a company to train employees to be the best for the company even if hiring the best could be prohibitive. In this way, both employee and business prosper.



**10: 45 AM- 11 AM BREAK (LODGE LOBBY) - SPONSORED BY WOODBURY SCHOOL OF BUSINESS, UTAH VALLEY UNIVERSITY**

**11:00 am - 12:15 pm OMT: THE HIGH ART OF HYPOCRISY IN ORGANIZATIONS PANEL**

*Room: Solitude/Sundance*

**High Art of Hypocrisy in Organizations: An Emerging Reality or a Momentary Aberration?**

Richard Stackman, University of San Francisco (Moderator)  
Thomas Wright, Fordham University (Moderator)  
Arthur DeGroat, Kansas State University, (Panelist)  
Paul Hirsch, Northwestern University (Panelist)  
Nandini Rajagopalan, University of Southern California (Panelist)  
([rwstackman@usfca.edu](mailto:rwstackman@usfca.edu))

**Abstract:** The WAM 2018 Conference offers a unique opportunity to ask a simple – yet chilling – question: Are we living in an age of accepted hypocrisy? Hypocrisy comes from the Greek, through Latin, and means “to play a part or a role”. Thus, hypocrisy reflects the art of affecting qualities for the purpose of pretending to an undeserved virtue (attributed to B.F. Martin). Today, it appears that too many individuals are more interested in appearing moral in order to avoid the costs associated with actually having to behave in a moral manner. If hypocrisy is not only tolerated but deemed acceptable, moral integrity is attenuated as one is no longer able or willing to adhere to his or her life-long moral standards and beliefs in both the face of conflict and adversity. Such behavior has tangible (and negative) ramifications for individuals working in and leading organizations.

**11:00 am - 12:15 pm ENT/OMT: NARRATIVES, RHETORIC, AND STORYTELLING**

*Room: Snowbird*

**Chair: David Hannah, Simon Fraser University**

**Rhetoric in Reorganization Announcements: The Case of Three University Presidents**

Joseph Peyrefitte, University of Southern Mississippi  
Amy Sevier, University of Southern Mississippi  
Russell Willis, University of Southern Mississippi  
([russ.willis@usm.edu](mailto:russ.willis@usm.edu))

**Abstract:** How do executives communicate with employees during reorganization announcements and does their rhetoric fit the organizational context? Is their rhetoric persuasive? These questions are explored in a content analysis of text-based reorganization announcements of three university presidents in a single setting. We assessed fit from three altitudes: the words and tone used, rhetorical processes employed, and degree of justification (rationalization, legitimation, or sensegiving). Our mixed-method analysis indicates that while the content of each president’s discourse generally conformed to the literature’s prescriptions for these types of communications, their rhetoric was not always appropriate for the context, influencing the shift from reorganization formation to implementation. The findings provide support for the contingency theory of rhetorical congruence (Sillince, 2005) and for the importance of language in influencing attitudes and beliefs (Pfeffer, 1981). However, they also suggest that context may be more relevant than language content for acceptance of reorganization decision announcements.

**Entrepreneurial Opportunity: A Temporal Storytelling Perspective**

R. Duncan Pelly, California State University, Los Angeles  
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**Abstract:** This work explores entrepreneurial opportunity from a temporal storytelling perspective. To understand the relevance of temporal storytelling, this article examines entrepreneurial opportunity from a discovered and created orientation, then explains why this is an insufficient understanding of entrepreneurship. The manuscript illustrates opportunity as an alignment between an entrepreneur, the context, and the abstract. In order to provide a sufficient theoretical underpinning for entrepreneurship from this perspective, there will be an overview of Whiteheadian radical process theory. Understanding opportunity from a temporal lens necessitates a redefinition of an entrepreneur. The entrepreneur is presented as one who weaves a story that successfully mobilizes the context to converge on the abstract. Additionally, entrepreneurs who are storytellers see new organizations as a product of their stories. This means entrepreneurs may focus on the creation of adhocracies, or temporary organizations that share remarkable similarities with Whitehead's actual entities.

### **The Role Of Narratives In Social Entrepreneurship: Examining Crowdfunding Campaigns of Makerspaces**

Karl Täuscher, Bayreuth University

Ricarda Bouncken, University of Bayreuth

[bouncken@uni-bayreuth.de](mailto:bouncken@uni-bayreuth.de)

**Abstract:** Crowdfunding provides social entrepreneurs with an important approach to gain legitimacy and access to funding. Prior research has shown that crowd-investors reward a venture's prosocial orientation. Yet, we lack an understanding of how social entrepreneurs strategically communicate such an orientation through narratives. This study explores the impact of two distinct narratives in the context of makerspaces. Leveraging computer-aided text analysis, we find that crowdfunding campaigns' benefit from providing a rich narrative of their social value proposition. However, such a narrative can harm crowdfunding success if it is combined with a narrative that strongly emphasizes the venture's social innovation. The study is the first to bridge two phenomena – crowdfunding and makerspaces – that are expected to have a transformative impact on the nature of entrepreneurship.

**11:00 am - 12:15 pm      OMT: COMPLEXITY, DISTINCTIVENESS AND DECOUPLING**

*Room: Big Cottonwood*

**Chair: Kim Hinrichs, California State University, Chico**

### **Standing Out from the Crowd: Optimal Distinctiveness, Strategic Categorization, and New Market Entry**

Matthew Barlow, University of Texas at El Paso

J. Cameron Verhaal, Georgia State University

Ryan Angus, University of Utah

[mabarlow@utep.edu](mailto:mabarlow@utep.edu)

**Abstract:** Research on optimal distinctiveness argues that there is not one single convergence point for which organizations can attempt to achieve strategic balance. As a result, organizations, particularly new entrants, often face uncertainty regarding how to position themselves within product markets. We argue that there are two important judgment devices that organizations use to strategically categorize themselves: the prototypical category member and the exemplar category member. Using a unique dataset of Google Play app developers, we find that the optimally distinct point for a product is at low levels of similarity to the prototype, but at high levels of similarity to the exemplar. Moreover, we find that these decisions are not independent. The findings have important implications for our understanding of competitive dynamics within and across product markets, strategic positioning at the time of market entry, and the interdependence of strategic categorization decisions.

### **Variations and Antecedents of Decoupling: Agency in Response to Institutional Pressure**

Donghoon Shin, University of Wisconsin Whitewater

[shind@uww.edu](mailto:shind@uww.edu)



**Abstract:** This paper focuses on decoupling as a form of organizational agency in response to institutional pressure. By extending the dichotomous and unidimensional conceptualization of decoupling, this paper aims to identify and consider numerous ways of separating institutionally requested organizational practices from actual operations. As ways that organizations choose to adjust their degree of conformity to institutional pressures, the current paper uses two practice variation dimensions suggested by Ansari, Fiss, and Zajac (2010), fidelity and extensiveness. This paper argues that these two dimensions are predicted by a motivational factor (compliance cost) and constraints (ambiguity and murkiness), which are inherent in the practice characteristics. Furthermore, the asymmetric effects of ambiguity and murkiness on the adjustment of fidelity and extensiveness are theorized. This paper contributes to institutional theory by illuminating the qualitative variations of decoupling, thereby contributing to an enhanced and nuanced understanding of organizational strategic responses in response to unwelcome institutional pressures.

### **The Art of Managing Institutional Complexity**

Yoonhee Choi, California State University Long Beach  
([yunhee.choi@csulb.edu](mailto:yunhee.choi@csulb.edu))

**Abstract:** This paper explains the role of organizational discretion in the strategic choices to manage institutional complexity. I suggest that organizations balance multiple logics in different ways (by combining or separating logics in their practices) or prioritize one logic over the others, depending on the degree of their organizational discretion, which is reflected by their status, resource autonomy, and stakeholder configuration. The empirical analysis utilizes the field of U.S. art museums where market and profession logics collide. I find that high-status museums and the museums with low resource autonomy balance competing logics by focusing one logic in each activity. I also find that the museums with a dominant stakeholder and low resource-autonomy are more likely to focus on their dominant stakeholders' logic instead of balancing the two logics. The paper provides a unique and unprecedented insight about why organizations within the same institutional field respond differently to their complexity.

**11:00 am - 12:15 pm**      **OB/HRM/OMT: SOCIAL RESPONSIBILITY AND COMMITMENT**

*Room: Brighton*

**Chair: Timothy Clark, Northern Arizona University**

### **When Do Corporations Care? A Discourse Analysis of Stakeholder Salience**

Lindsey Duke, Texas Tech University  
Hans Hansen, Texas Tech University  
([lindsey.mears@ttu.edu](mailto:lindsey.mears@ttu.edu))

**Abstract:** When do corporations pay attention to outsiders affected by their activities? We conduct an empirical analysis of the influence of outsiders on corporations by examining stakeholder salience as indicated in legal rulings and legislation, beginning long before the formal introduction of stakeholder theory. We found 4 narratives that illustrate stakeholder salience's rise and fall over the course of time, allowing us to track when and why corporations considered outsiders in their activities. Interestingly, we overlaid a timeline of organizational theory's treatment of stakeholders and found it to align with our empirical analysis.

### **A Theoretical Model: Volunteer Programs, Organizational Commitment, and Generational Differences**

Mark Brightenburg, University of Dallas  
Rich Miller, University of Dallas  
([mbrightenburg@udallas.edu](mailto:mbrightenburg@udallas.edu))

**Abstract:** Volunteer employee programs (VEP) are a commonly used corporate social responsibility (CSR) practice; yet, little is known about how VEPs are valued among internal employees from different generations (Boomers, GenX, Millennials). This theoretical paper examines the relationship between VEPs and organizational commitment, and the impact generational differences have on that relationship. VEPs are



operationalized in terms of (a) an employee attitude toward the VEP, and (b) the congruence (i.e., person-organization fit) between an employee's altruistic work value and the opportunity to participate in organizational VEPs. Overall, this study contributes to the CSR literature that is emerging at the individual level of analysis by considering the relationship between organizational VEP and organizational commitment across an age-diverse workforce.

**11:00 am - 12:15 pm LDR: STANDING THE TEST OF TIME: THE NOVEL AND INNOVATIVE "IN THE EXECUTIVE'S CHAIR" COURSE WORKSHOP**

*Room: Arches*

**Standing the Test of Time: The Novel and Innovative "In the Executive's Chair" Course**

Rajnandini Pillai, California State University San Marcos

Troy Nielson, BYU

David Bennett, Tri-City Medical Center

[rpillai@csusm.edu](mailto:rpillai@csusm.edu)

**Abstract:** This is a novel workshop which will showcase our most popular business course, In the Executive's Chair, which is modeled after Bravo's In the Actor's Studio program. The course is designed to provide students with a variety of successful role models, executives at the highest levels of their organizations, who are engaged in a lively conversation about, leadership, career development, successes and failures, lessons learned, etc. The session will feature a high level executive from the SLC area in conversation with the co-founders and instructors of the course on these topics and also on the conference theme. The presenters will discuss the benefits of the course for their students and share assignments. WAM participants will not only learn how to implement the course at their institutions but also participate in a session that features a lively conversation with a high level business leader.

**11:00 am - 12:15 pm DEV - IB/LDR: CROSS-CULTURAL LEADERSHIP**

*Room: Wasatch: Table 1*

**Chair: Hong Ren, University of Wisconsin-Milwaukee**

**Wisdom of Ages: A Pacific Islands Approach to Management Issues**

Ronald Miller, Utah Valley University

Nuno David Martins, Utah Valley University

Austin Larsen, Utah Valley University

Hokafonu Fotu, Utah Valley University

Steven B. Allred, Utah Valley University

Kevin Castle, Utah Valley University

[ronald.miller@uvu.edu](mailto:ronald.miller@uvu.edu)

**Abstract:** Many of today's management issues have existed for centuries, if not millennia. Issues such as employee retention, shrinkage, productivity, conflict resolution, a limited talent pool, and the like have been faced by businesses across the ages. In the Pacific Islands, among other cultures, extreme geographic isolation and limited resources, coupled with a successful multi-thousand year history has brought solutions to these problems which may be applicable on a broader scale to a world-wide audience of businesses. This developmental research seeks to determine the solutions that have stood the test of time to determine what lessons they might hold for modern businesses grappling with such issues today.

**Emotional Intelligence of Muslim Female Leaders**

Shabana Khan, University of La Verne

Louise Kelly, University of La Verne

[lkelly@laverne.edu](mailto:lkelly@laverne.edu)



**Abstract:** The main purpose of this study is to identify the leadership qualities and emotional intelligence skills Muslim female leaders need in order to obtain and/or sustain top leadership positions, and be successful in western organizations. The study will further identify the obstacles and challenges these women leaders face whilst being competitive in current male dominating workforce.

#### **Impact of Precollege Characteristics and the College Experience on Intercultural Competence**

Michael Fields, Eastern Oregon University

([mkfields@eou.edu](mailto:mkfields@eou.edu))

**Abstract:** This proposed research explores way experiences that can be created on college campuses that should have a positive impact on student's intercultural competence. Data on precollege characteristics is collected and explored to see what precollege dispositions may also impact intercultural competence. Gaining intercultural competence in higher education is imperative to help foster the next generation of workers best prepared for the global workforce.

**11:00 am - 12:15 pm      DEV - ENT: GLOBAL ENTREPRENEURSHIP**

*Room: Wasatch: Table 2*

**Chair: Richard Moore, California State University Northridge**

#### **Refugee Entrepreneurs: Institutional Constraints and Opportunities**

Lisa Jones Christensen, Brigham Young University

Heidi Herrick, University of Utah

Arielle Newman, University of Utah

Loren Rich, University of Utah

Paul Godfrey, Brigham Young University

([ljc@byu.edu](mailto:ljc@byu.edu))

**Abstract:** Many public and private organizations work to facilitate entrepreneurship among new refugees in order to integrate refugees culturally and economically into society. Such organizations operate under particular institutional logics and frames that shape responses to refugees. Such frames affect how organizations use entrepreneurship as a solution to unemployment and exclusion. However, these institutional logics and frames can produce unexpected and undesired results. For example, organizations may unwittingly play a role in encouraging refugees to build risky, culturally-dependent businesses in labor-intensive, low-margin, niche markets. What institutional factors contribute to this issue? More specifically, why do so many refugees continue to start such high-risk ventures, such as restaurants, food trucks, or handicrafts? We use the lens of institutional theory to explain such counterintuitive and unintended outcomes. We argue that the study of refugee entrepreneurs generates insights about the manner in which institutional logics shape behavior in unintended ways.

#### **Mexican Social Entrepreneurs in the Baja Region: Innovation, Leadership and Motivation**

Louise Kelly, University of La Verne

Juan Perusquia, University of La Verne

([lkelly@laverne.edu](mailto:lkelly@laverne.edu))

**Abstract:** The paper develops a conceptual framework based on motivation, humanistic leadership, and innovation as a basis to understand the emerging phenomenon of social entrepreneurship in Mexico. The conceptual paper develops a framework to explore what is distinct about social entrepreneurship in the Baja Region of Mexico and also what is similar to the global phenomenon of social entrepreneurs. This nascent phenomenon in the Baja Region of Mexico will be aided by this research developed by a cross-national research team.





**11:00 am - 12:15 pm      DEV - OMT/OB/HRM: RESILIENCE AND TRANSFORMATION**

*Room: Deer Valley: Table 1*

**Chair: Victoria D'Avella, Pepperdine University**

**Resilience and Adaptation in Transorganizational Systems**

Victoria D'Avella, Pepperdine University

Julie Chesley, Pepperdine University

[victoria.davella@pepperdine.edu](mailto:victoria.davella@pepperdine.edu)

**Abstract:** Inter-organizational collaboration is vital to developing solutions to humanity's most complex challenges. Yet, these types of relationships are challenging for organizations to maintain. The failure of transorganizational systems is well documented (Inkpen & Beamish, 1997; Gulati, 1998; Das & B. Teng, 2000; Makino et al, 2007); many transorganizational systems cannot adapt to change, thus failing to fulfill their mandate. This suggests that resilience of transorganizational systems is very challenging. While previous research documents best practices and success factors in inter-organizational systems, the concept of resilience has not been applied at the transorganizational level. This qualitative study explores the factors that enhance resilience of transorganizational systems in the energy industry. Each TS in the study is collaborating to bring innovative technology to market, specifically clean energy and low carbon technology.

**Renewing Resilience: Exploring the Role and Process of Organizational Healing in Cosmology Episodes**

Edward Powley, Naval Postgraduate School

James Orton, Center for Trauma Studies and Resilience Leadership

Kari O'Grady, Loyola University Maryland

[ehpowley@nps.edu](mailto:ehpowley@nps.edu)

**Abstract:** Crisis events are fraught with theoretical and managerial challenges. Weick noted that we ought to search out the positive implications from crisis. Extant scholarship suggests that resilience involves processes aimed to enable a return to normalcy and equilibrium and uninterrupted operations. Using on a range of extant cosmology episodes, we explore the dynamics of organizational healing and processes of renewal and anticipation. Each cosmology episode—situated in a particular environmental condition and organization type—provides a rich perspective to apply leadership and organization theory. We suggest that varying environmental conditions and different organization types enable healing and renewal.

**High Resilience Communities: A Case Study of the Big Sur Business Community**

Kathryn Aten, Naval Postgraduate School

Emily Plews, University of Oregon

[kjaten@nps.edu](mailto:kjaten@nps.edu)

**Abstract:** The objective of this proposed, exploratory study is to investigate how a business community responds to an exogenous, community-level jolt. The study will explore the initial effects, responses, and outcomes stemming from a recent natural crisis affecting the Big Sur, California. The Big Sur business community's experiences of these events provide a valuable opportunity to study a case that is arguably extreme, and thus likely to prove revelatory but also representative of closures and slowdowns experienced in other communities in the wake of crisis and natural events. We expect the proposed study to contribute to extant knowledge by 1) extending theorizing of adaptation to jolts to the business community level and, 2) explicating the role of community identification and shared history as potential mechanisms for business community resilience. More broadly, we hope this study will encourage a deeper consideration of the influence of community among business organization.



**11:00 am - 12:15 pm      DEV - OB/HRM: EMPLOYEE HEALTH AND WELL-BEING**

*Room: Deer Valley: Table 2*

**Chair: Alex Bollinger, Idaho State University**

**Is Crying Catastrophic? Customer Evaluations of Service Employee Tears**

Alex Bolinger, Idaho State University

Tyler Burch, Idaho State University

[boliale2@isu.edu](mailto:boliale2@isu.edu)

**Abstract:** Visible displays of crying in front of others are strongly discouraged and widely stigmatized in many organizations. Suppressing tears is an example of emotional labor, a fundamental requirement in most service work whereby employees must appear happy and conceal negative emotions. However, the conversation about the effects of crying at work has shifted recently, as researchers document the surprising frequency of crying and individuals such as Sheryl Sandberg publicly admit to crying at work. Researchers have also begun to question whether emotional labor requirements are worth the documented human costs (e.g., increased burnout, health problems, and turnover) of suppressing authentic responses to strong emotions at work. In this study, we examine customer evaluations of service employees who cry during a service failure - and whether those evaluations vary based on the server's gender. We then discuss potential future directions for this research and seek feedback on ideas for additional studies.

**Well-Being Goals and Unethical Behavior: The Differential Effects of Seeking Meaning, Happiness, and Profit**

Elizabeth Luckman, Washington University in St Louis

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**Abstract:** Current research on well-being in the workplace indicates that employee well-being improves engagement, motivation, and performance, but reveals little about the effects of promoting well-being on employee unethical behavior. This research seeks to examine the way that organizational well-being initiatives are internalized by employees and the downstream effects on unethical behavior. The research examines the role of well-being initiatives and authentic leadership for their interactive role in predicting how employees internalize well-being goals for themselves, and suggests that these goals shape attentional factors, namely focus on the self and temporal orientation, to determine how and whether employees engage in unethical behavior toward various stakeholders.

**Intentional Change Theory and Chronic Disease Interface: Opportunities for Organizational Behavior**

Loren Dyck, University of La Verne

Kathi Lovelace, Menlo College

[ldyck@laverne.edu](mailto:ldyck@laverne.edu)

**Abstract:** Chronic disease has become a national problem that has reached epidemic proportions. On the other side of this grand challenge is the opportunity for Organizational Behavior researchers to apply their theories in this context. Specifically, Intentional Change Theory (ICT) could offer hope to patients with chronic disease who make a conscious and voluntary choice to move toward their ideal self. This paper considers the potential of using ICT to improve chronic disease outcomes and thereby contributes a fresh perspective by integrating Organizational Behavior with health care research. We review ICT in the context of chronic disease and compare this Organizational Behavior theory with five alternative theories of individual health behavior change. Our contribution is to articulate the value that Organizational Behavior research can bring to improving the societal issue of chronic disease.



**12:30 pm - 2:00 pm      PRESIDENTIAL LUNCHEON (CANYONS BALLROOM) - SPONSORED BY CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA & MARSHALL SCHOOL OF BUSINESS, UNIVERSITY OF SOUTHERN CALIFORNIA**

For all registered participants. The event will include WAM awards and important announcements.

**2:30 pm - 3:45 pm      ASCENDANT SCHOLAR SESSION**

*Room: Arches*

**Chair: Paul Olk, University of Denver**

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

The Ascendant Scholar award recognizes individuals who are considered “ascendant,” based on their academic record of research, teaching, service, and a professional trajectory or potential that looks very promising for the future. They typically have a maximum of six to seven years of experience, preferably from or with strong connections to business schools in the Western Academy of Management region. In this session, the 2018 Ascendant Scholars will discuss their research and personal journeys that have led them to this stage of their academic lives.

**2:30 pm - 3:45 pm      DEV - ENT: CROSS-CULTURAL CONSIDERATIONS**

*Room: Wasatch: Table 1*

**Chair: Yongsun Paik, Loyola Marymount University**

**Social Movements in the Informal Economy: Exit, Voice, and Loyalty in Developing Countries**

Arielle Newman, University of Utah  
([arielle.badger.newman@gmail.com](mailto:arielle.badger.newman@gmail.com))

**Abstract:** This paper builds on Hirschman’s (1970) distinction between exit, voice, and loyalty in the informal economy. I suggest that in some settings “voice”, when entrepreneurs seek to change the institutional structures surrounding the informal economy, may be a viable alternative to exit, formalization, or loyalty, remaining informal. Thus, informal entrepreneurs have the option of voice, not just exit or loyalty. Generally informal entrepreneurs fly under the radar, with the goal to conduct business without being noticed by authority. This theory posits that those in the informal economy also organize and voice concerns, despite increased risk to illegal businesses, to improve their conditions or the conditions of the formalization process.

**Effects of Social Dominance Orientation on Entrepreneurial Outcomes in the U.S. and Korea**

Angelica Gutierrez, Loyola Marymount University  
Yongsun Paik, Loyola Marymount University  
([agutierrez@lmu.edu](mailto:agutierrez@lmu.edu))

**Abstract:** The present research examines how individuals’ social dominance orientation (SDO) – the degree to which individuals support the domination of inferior groups (i.e., women) by superior groups (i.e., males), influences funding for male vs. female entrepreneurs in the U.S. and Korea. In light of findings that suggest society may significantly influence the careers men and women choose based on what it deems gender appropriate (Achtenhagen & Welter, 2003), an examination of support for male vs. female entrepreneurs in the U.S. and Korea will offer intriguing insights on how context impacts entrepreneurial outcomes. This research makes several contributions. Specifically, it extends the entrepreneurship literature by examining SDO as biases that influence individuals’ decision-making process. Although extant research focuses on factors that influence VC decision-making, few studies have examined how the characteristics of an entrepreneur (e.g., gender) interact with the characteristics of the investor to influence funding decisions (Murnieks et al, 2011).



**"Where should I go?" An Auto-Biography Analyses of Immigrant Entrepreneurs' Start-Up Location Decisions**

Nastaran Simarasl, California State Polytechnic University Pomona

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**Abstract:** Immigrant entrepreneurs play an important role in the economic development of nations. They accomplish this through creating jobs, introducing innovative methods of production, etc. That said, immigrant entrepreneurs' start-up location decisions are strategic both for the individuals and for the communities. In this research, I aim to explore how first-generation immigrant entrepreneurs make start-up location decisions in the host country and what factors impact their decisions, relying on ethnic enclave theory and hetero-localism theory. I use the autobiography analysis on a selected group of immigrant entrepreneurs' personal narratives to develop a better understanding about their start-up location decisions, specifically from the social capital lens.

**2:30 pm - 3:45 pm      DEV - LDR: CHARISMA, NARCISSISM AND FEAR**

*Room: Wasatch: Table 2*

**Chair: Bruce Greenbaum, California Polytechnic State University**

**I Excel at Everything! Examining Narcissism and Its Consequences in the Workplace**

Peter Harms, University of Alabama

Yuntao Bai, Xiamen University

Guohong Han, Youngstown State University

Sheng Cheng, University of Minnesota

[ghan@ysu.edu](mailto:ghan@ysu.edu)

**Abstract:** This paper examines whether China's "one child" policy has resulted in higher levels of narcissism in younger workers and whether narcissism negatively impacts job performance. Our study failed to support the widely-held idea that those who are only-children are more narcissistic than those with siblings, but actually suggested that the opposite may be true. Further, we found that individuals high on negative forms of narcissism (i.e., trying to put oneself above others) reported greater family-work conflict. Positive forms of narcissism (i.e. high self-regard) were not associated with higher levels of conflict. Interestingly, we found that conflict was particularly high for individuals with negative narcissism who came from traditional families where the parents expected the children to be deferential. As expected, family-work conflict had a negative impact on job performance. Results suggest that widespread concerns that the "one-child" policy in China will produce a generation of difficult narcissistic workers are overblown.

**Is It Better to Be Loved or Feared? Love, Fear and Leader Effectiveness**

Bruce Greenbaum, California Polytechnic State University

Patricia Dahm, California Polytechnic State University

[bgreenba@calpoly.edu](mailto:bgreenba@calpoly.edu)

**Abstract:** Is it better for a leader to be loved or feared? We use survey data from a professional services firm to examine how employees' feelings of fear and companionate love towards their leaders affect their perceptions leader effectiveness, satisfaction, and loyalty. Preliminary results indicate that feelings of companionate love moderate the effects of leader fear such that at high levels of companionate love, leader effectiveness, satisfaction, and loyalty increase with moderate fear, but at low levels, fear has negative effects. In contrast to extant literature, which posits that fear has universally negative effects, our results suggest that fear may have a more nuanced relationship with leader outcomes.



**2:30 pm - 3:45 pm      DEV - OB/HRM: HIRING AND LOVING YOUR JOB**

*Room: Deer Valley: Table 1*

**Chair: Christopher Hartwell, Utah State University**

**Job Wholeheartedness: The Path to Love Your Job Wholeheartedly**

Vinh Nguyen, Coe College  
([vnguyen@coe.edu](mailto:vnguyen@coe.edu))

**Abstract:** Countless studies and research have been conducted to identify the reasons why employees are not highly engaged in their jobs. Although many solutions have been developed to help solve the employee disengagement problem, the majority of employees are still not highly engaged. This paper looks at the problem from a totally new angle and proposes a new direction to motivation which aims at helping employees love their jobs truly and wholeheartedly. The paper introduces a new concept, job wholeheartedness (JW), which is the wholehearted love an employee has for his or her job. The paper proposes that employees can love their jobs wholeheartedly only if they understand and possess the wholehearted love. The wholehearted love is the true and unconditional love which is not dependent on any reasons or conditions. The paper also proposes that job wholeheartedness be the goal, the ultimate goal, of every employee and of all organizations.

**Hiring Persons with Disabilities: Supervisors' Reasoned Inaction and Other Impediments**

Mike Annett, MacEwan University  
([mike.annett@macewan.ca](mailto:mike.annett@macewan.ca))

**Abstract:** With considerable consequences, persons with disabilities are less frequently hired than persons without disabilities. Interviews and surveys elicit the beliefs and intentions that precede hiring manager actions to employ (or not employ) persons with disabilities. Manager responses were mapped to the Reasoned Action Approach as an organizing and explanatory framework. I find that managers have a wide array of antecedent beliefs and rationalize non-hiring of persons with disabilities to external factors rather than personal beliefs.

**The Effect of Application Redundancy on Applicant Attrition**

Christopher Hartwell, Utah State University  
Tyler Orr, Utah State University  
([chris.hartwell@usu.edu](mailto:chris.hartwell@usu.edu))

**Abstract:** Successful hiring organizations are constantly looking for ways to improve their recruiting and hiring processes. Recent technological developments, including electronic applicant tracking systems (ATS), have provided such organizations with a wealth of data at their fingertips that can provide insights into the recruitment and selection processes that were not previously available. One initial question to address is whether application length affects applicant attrition. This research seeks to examine the impact of application length on applicant retention. We do this by utilizing ATS to examine the quantity and quality of applicants withdrawing (and not withdrawing) through an application process both before and after changes to the process that significantly reduced the application length.

**2:30 pm - 3:45 pm      DEV - ONE/SIM/OMT: CORPORATE SOCIAL RESPONSIBILITY AND REPUTATION**

*Room: Deer Valley: Table 2*

**Chair: Kristen Detienne, Brigham Young University**

**Which Moral Decision-Making Theories Stand the Test of Time?**

Kristen Detienne, Brigham Young University  
Marc-Charles Ingerson, San Jose State University  
Carol Ellertson, Brigham Young University  
William Dudley, Brigham Young University



([detienne@byu.edu](mailto:detienne@byu.edu))

**Abstract:** A major issue within the field of behavioral ethics is the moral judgment-action gap, or the inconsistency humans display between reasoning correctly about moral issues and acting on that reasoning. Much of the research is based on Kohlberg's foundational model of stages of moral development. Other moral psychologists have successfully challenged the assumptions held by Kohlberg about morality and have offered valuable explanations for the judgment-action gap. We seek to present a critical review of pertinent literature along with analysis and directions for research. To achieve these objectives, we begin by reviewing Greek and Kantian moral thought. We show how Kohlberg's research finds its roots in those earlier theories. After outlining his research, including limitations and implications for research, we review modern theories that have built on his theories and theories that have successfully challenged his assumptions. We highlight gaps in our current understanding to give direction for future research.

### **Lost Linkages between Corporate Social Responsibility and Organizational Embeddedness: A Historical and Theoretical Re-Examination**

Matt Lozykowski, Kent State University College of Business  
([mlozykow@kent.edu](mailto:mlozykow@kent.edu))

**Abstract:** Currently, scholars have an imperfect understanding of the drivers of corporate social responsibility (CSR) adoption and its underlying mechanisms. In order for scholars and organizations to understand how to best implement CSR initiatives, there is a need for a more fundamental understanding of the theoretical underpinnings of CSR as well as theories related to organizational change and adoption, and we propose embeddedness plays a role in both. We argue that an important influence related to the origins of CSR that has been mostly ignored by researchers to date is the connection to Polyani's Substantivist concept of embeddedness and the widely cited Neo-Substantivist view of embeddedness.

### **Academic Reputation and Strategic Imperatives**

Luis Perez-Batres, Central Michigan University  
([perez1la@cmich.edu](mailto:perez1la@cmich.edu))

**Abstract:** Reflecting on my recent experience as a strategic planning committee member at a Midwest public university, I test whether some of the popular imperatives selected by various institutions of higher education indeed relate to academic reputation. In so doing, the paper develops arguments leading to three explicit hypotheses and three propositions. The hypotheses/propositions explanations stem from three of the most relevant priorities / imperatives selected by institutions of higher education: 1) successful creation and dissemination of scholarly research, 2) student success, and 3) alumni/external stakeholder ties. The results demonstrate that the successful implementation of these three imperatives relate to higher academic reputation. This finding is relevant in and of itself, as it implies that the resource allocation of successful universities is meeting the demand of the "marketplace." Nonetheless, as suggested in the argument leading to the three propositions offered, universities should strive to find their niche in the marketplace.

**3:45 pm- 4 pm BREAK (LODGE LOBBY) - SPONSORED BY THE THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT**

**4:00 pm - 5:30 pm RESILIENCE AND TRANSFORMATION IN BUSINESS EDUCATION**

*Room: Arches*

**Chair: Sarah Kovoov-Misra, University of Colorado Denver**

#### **Panelists:**

**Maureen Andrade, Utah Valley University**  
**Paul Olk, University of Denver**



**James Spee, University of Redlands (virtual)**

Business education is facing economic, social, technological, and political threats. However, there are also opportunities to be resilient, and for transforming what we teach, how we teach, where we teach, and the role of the 'academic.' These issues will be discussed in this interactive session with a panel of experienced scholars.

**8:00 pm onwards                      LAST SESSION (Zion)**

Participate in the tradition of the Last Session. Relax, socialize and enjoy the WAM state of mind.



## Saturday March 10, 2018

### SCHEDULE OVERVIEW

6:45 am - 7:45 am	BREAKFAST & WAM BUSINESS MEETING (Bryce)
8:00 am - 9:15 am	CONCURRENT SESSIONS
9:15 am - 9:30 am	BREAK (Lodge Lobby) <b>Sponsored by Thunderbird School of Global Management</b>
9:30 am - 10:45 am	CONCURRENT SESSIONS
10:45 am - 11:00 am	BREAK (Lodge Lobby)
11:00 am - 12:30 pm	CLOSING SESSION: RESILIENCE AND TRANSFORMATION IN MANAGEMENT RESEARCH (WITH JMI SCHOLARS - Arches)

#### **6:45 am - 7:45 am      BREAKFAST AND WAM BUSINESS MEETING,**

*Room: Bryce Ballroom*

All are welcome for breakfast and to hear how WAM is doing as an organization.

#### **8:00 am - 9:15 am      Journal of Management Inquiry (JMI)**

*Room: Arches*

**Chair: Richard Stackman, University of San Francisco**

The Journal of Management Inquiry, sponsored by WAM, inhabits a unique niche among management journals and continues to distinguish itself through its sections – Essays, Non-traditional Research, Generative Curiosity, Provocations & Provocateurs, Dialog, Reflections on Experience, and Meet the Person. Join editors and editorial board members in an open conversation focused on JMI. Authors, reviewers, potential submitters and friends of JMI are encouraged to attend and participate by offering ideas, critiques, and questions.

#### **8:00 am - 9:15 am      OB/HRM: STRESS AND BURNOUT**

*Room: Solitude/Sundance*

**Chair: Marion Eberly, University of Washington Tacoma**

#### **The Cost of Being Ignored: Burnout at Work and at Home**

Merideth Thompson, Utah State University

Dawn Carlson, Baylor University

Micki Kacmar, Texas State University

[merideth.thompson@usu.edu](mailto:merideth.thompson@usu.edu)

**Abstract:** Building on belongingness and family systems theory, we investigated the role of workplace ostracism on burnout. Using a sample of 350 matched job incumbents and their spouses, we examined how workplace ostracism flowed through positive mood and psychological distress to impact the target’s job, marital, and family burnout. Further, we examined the crossover of workplace ostracism through positive mood, psychological distress, and spousal ratings of the target’s family undermining behaviors on spousal marital and family burnout. Our findings supported the indirect effect of workplace ostracism on the target’s job burnout through positive mood and psychological distress. Only psychological distress played a mediating





role in the relationship between ostracism and the target's feelings of marital and family burnout. Findings also supported the indirect crossover effects of ostracism through the target's positive mood and psychological distress, and spousal ratings of the target's family undermining behaviors on the spousal marital and family burnout.

#### **Primary Care Physicians: Is Surviving the New Thriving?**

Bryant Thompson, Weber State University

Cory Moss, Weber State University

Travis Simkins, Arkansas State

Ann Millner, Weber State University

Paul Thompson, Weber State University

([bryanthompson@weber.edu](mailto:bryanthompson@weber.edu))

**Abstract:** Primary care physicians are experiencing frustrations with their work environment, especially as it pertains to being able to focus on caring for patients. They are concerned that too much of their time is spent completing administrative tasks and too little of their time is spent providing personalized care to patients. In this qualitative analysis, we unpack how primary care physicians respond to these frustrations as it relates to their capacity to thrive at work. We discover that thriving physicians are doing five things differently than surviving physicians as it relates to (1) controlling the tasks they perform, (2) connecting with their patients, (3) engaging in positive framing, (4) receiving support and affiliation from their teammates, and (5) forging work-life balance. As such, those who are thriving overcome their frustrations by perceiving and crafting positive experiences at work that outweigh their negative experiences.

#### **Self-Leadership and Stress among College Students: The Moderating Role of Coping**

Sherry Maykrantz, Salisbury University

Jeffery Houghton, West Virginia University

([jeff.houghton@mail.wvu.edu](mailto:jeff.houghton@mail.wvu.edu))

**Abstract:** Stress remains the number one health concern among college students today; therefore, research on student stress is imperative, from both an organizational and an individual perspective. This research study explores the moderating role of coping skills on the relationship between self-leadership and stress among college students. Data from 643 fulltime undergraduate students attending a four-year public university in the mid-Atlantic region were analyzed using a moderated regression model. The results indicate self-leadership practices do reduce student stress levels and that this relationship is moderated by student coping skills. The findings from this study deepen our understanding of how self-leadership practices may decrease student stress and showcases self-leadership as an effective tool for reducing college student stress. Implications for theory, practice and future research are discussed.

**8:00 am - 9:15 am**      **ENT: ENTREPRENEURIAL ORIENTATION AND STYLE**

*Room: Snowbird*

**Chair: Suzanne Zivnuska, California State University, Chico**

#### **Determinants of Crowdfunding Campaign Success: The Effect of Entrepreneurial Orientation and Strategic Use of Social Media**

Avimanyu Datta, Illinois State University

Arvin Sahaym, Washington State University

Stoney Brooks, Middle Tennessee State University

([avimanyu.datta@gmail.com](mailto:avimanyu.datta@gmail.com))

**Abstract:** Using a capabilities view as a theoretical foundation, we examine the combinative role of entrepreneurship orientation (EO) and the strategic use of social media (SSM) on a firm's success with crowdfunding endeavors (CFS). We would propose that EO may foster a firm's ability to succeed in



crowdfunding campaigns (CFS), and that this relationship is mediated by a firm's strategic use of social media (SSM). To test these assertions, we surveyed professionals from 322 firms who have conducted crowdfunding campaigns. For EO and SSM, we used preexisting scales to test our assertions. We created and validated our own 7-item scale for CFS, and found that EO alone cannot fully account for effective CFS, but rather the manifestation of its effect derives from a firm's strategic use of social media. These findings contribute to the literature on strategic entrepreneurship, innovation, media strategy, and public policy.

### **Entrepreneurial Ideation Strategies: The Role of Creativity, Personal Style and Market Trends**

Tobias Pret, Pace University

Aviel Cogan, University of Strathclyde

[tpret@pace.edu](mailto:tpret@pace.edu)

**Abstract:** Generating novel and useful ideas that can be turned into viable business opportunities requires creativity. However, understanding of how entrepreneurs employ creativity to develop ideas over time is limited. We therefore explore strategies that entrepreneurs pursue to engage in ideation processes. This study investigates the lived experiences of 10 creative entrepreneurs over 18 months. Our findings highlight the continuous and cumulative nature of ideation processes. The conceptual framework we develop explains the relationship between creativity, ideas, personal style and market trends. Specifically, we propose that entrepreneurs employ creation strategies, which enable them to draw on their creativity to generate ideas. Simultaneously, they pursue discovery strategies, which facilitate spotting trends in the market in order to advance personal style and, by extension, creativity. Our study reveals the overlapping and intertwined nature of these processes. Thus, our findings contradict prevailing views, which juxtapose creation and discovery theories of entrepreneurial action.

### **The Moderating Effect of Managerial Discretion on the Entrepreneurial Orientation-Firm Performance Relationship**

Connor Lubojacky, Univ. of Houston

[clubojacky@gmail.com](mailto:clubojacky@gmail.com)

**Abstract:** This study is an exploratory investigation into how managerial discretion moderates the relationship between entrepreneurial orientation and firm performance. Managerial discretion is the leeway in strategic decision making afforded to a firm's top management and is expected to strengthen the positive effects of entrepreneurial orientation on firm performance. But contrary to expectations, entrepreneurial orientation is found to be less related to firm performance in a context of high managerial discretion than in a context of lower managerial discretion.

**8:00 am - 9:15 am**      **BPS/IB/ENT: GROWTH, SURVIVAL, AND MARKET ENTRY**

*Room: Big Cottonwood*

**Chair: Brooke Lahneman, Montana State University**

### **The Influence of Human Resource Executives on Post-IPO Firm Growth**

Carrie Belsito, Sam Houston State University

Christopher Reutzler, Sam Houston State University

Jamie Collins, Sam Houston State University

[cab140@shsu.edu](mailto:cab140@shsu.edu)

**Abstract:** This study draws upon strategic human resource management and strategic leadership research to examine the potential effects of human resource (HR) executive presence in top management on post-IPO firm growth. The theory and hypotheses developed in this study are tested on a sample of firms that went public during the 2007 calendar year. Study results suggest that HR executive presence in top management is positively related to post-IPO firm growth. Results also provide weak support regarding the moderating role of managerial resource availability in reducing the influence of HR executive presence in top management on



post-IPO firm growth. Finally, study results suggest that the positive influence of HR executive presence in top management on post-IPO firm growth is also reduced by the number of individuals employed by the firm.

### **Guns, Taxes and Market Entry**

Jeremy Cox, University of Utah  
([jeremy.cox@eccles.utah.edu](mailto:jeremy.cox@eccles.utah.edu))

**Abstract:** This paper seeks to document the industry wide effect of institutional changes to tax policy. This paper discusses some of the contextual problems with previous work on taxation and entrepreneurial entry, and resolves this by offering a population view of an entire industry in which the government wholly removed an excise tax for a subset of the producer class.

### **A Polyethnic Take on Liability of Foreignness, Global Mindset and Alignment: EM MNEs Survival in a Developed Market**

Kun Yang, Central Michigan University  
Luis Perez-Batres, Central Michigan University  
([perez1la@cmich.edu](mailto:perez1la@cmich.edu))

**Abstract:** The misalignment derived from organizational design and strategy, political strategic fit, or liability of foreignness is relatively well understood. Yet, less is known about environmental misalignment within industries. Because we consider a host country market to have a polyethnic structure, strategies geared toward mitigating a liability of foreignness may not always be effective. In our view, the goal is to align an EM MNEs global mindset to that of the collective industry global mindset of the host country. We test our arguments by analyzing the probability of survival of 114 Chinese MNEs entering the US market. The results indicate that environmental alignment enhances firm survival.

**8:00 am - 9:15 am**      **OD/CAR/ENT: WORK, LIFE, AND RELATIONSHIPS**

*Room: Brighton*

**Chair: Marco DiRenzo, Naval Postgraduate School**

### **A Work-Life Interface Perspective on Hybrid Entrepreneurship**

David Marshall, University of Dayton  
Robert Gigliotti, University of Mississippi  
Walter Davis, University of Mississippi  
Gabby Swab, University of Mississippi  
([dmarshall1@udayton.edu](mailto:dmarshall1@udayton.edu))

**Abstract:** In this paper, we apply existing work-life role theoretical frameworks to explore implications of simultaneously engaging in wage-employment and entrepreneurship: hybrid entrepreneurship. We integrate extant literature on the organization-entrepreneurship interface, entrepreneurial learning theory, and multi-job holders in making role enrichment and conflict propositions as a result of hybrid entrepreneurial participation. We propose that entrepreneurs may benefit from and/or be constrained by elements of their wage-employment positions. Further, their work as entrepreneurs may facilitate positive/negative spillover to their employee roles. These entrepreneur-employee role interactions are likely influenced by the way in which individuals identify with employee-occupational work. Thus, we propose the nature of role conflict/enrichment for hybrid entrepreneurs depends on occupational identity.

### **Working from Home One Day a Week: A Mixed Methods Field Study**

Mark Brightenburg, University of Dallas  
Rosemary Maellaro, University of Dallas  
([mbrightenburg@udallas.edu](mailto:mbrightenburg@udallas.edu))



**Abstract:** Almost as fast as emerging technologies are redefining work, telecommuting from home is reshaping the landscape of where work is accomplished. Based on a small sample (N = 56) of employees from a financial services company, more than 90% of the employees reported having the technological capability to work from home. Yet, nearly half of the participants were not allowed. A field study design, using a mix methods strategy, was employed to examine whether job design, specifically working from home one day a week, should be a viable employee retention initiative for practitioners to consider. The research found that many of the study participants perceived a work-from-home arrangement as an important job design characteristic and implicit reward. Correlational analysis showed significant relationships between working from home one day a week and lower employee stress, increased job satisfaction, work commitment, and productivity.

**8:00 am - 9:15 am**      **DEV - ONE/SIM: CULTURE AND PHILANTHROPY**

*Room: Wasatch: Table 1*

**Chair: Chad Seifried, Louisiana State University**

### **Democratizing the Management of Culture**

Simon Pek, University of Victoria

[spek@uvic.ca](mailto:spek@uvic.ca)

**Abstract:** This conceptual paper builds on prior work highlighting the negative effects of normative control by investigating how the management of culture could be undertaken in a democratic and ethical manner. I theorize how deliberative democratic structures centred on random selection show promise in democratizing the management of culture in a way that is inclusive, addresses underlying power dynamics, balances cultural critique with cultural longevity, and is possible and effective in contemporary organizations.

### **Philanthropy and Modernization: A Historical Review of College Football Stadia Construction**

Chad Seifried, Louisiana State University

Brian Soebbing, University of Alberta

[cseifried@lsu.edu](mailto:cseifried@lsu.edu)

**Abstract:** The present research proposes to link philanthropy with modernization by asking: When did the practice of athletic-related donating begin? How have athletic foundations modernized over time to build university athletic facilities? What predictions can we make about university athletic-related philanthropy in the future based on the trends offered by the past? The present study makes use of university archives and special collections to compare the financing strategies between current versus predecessor facilities and to identify prominent individual donors. The timeline of study begins with stadia constructed in the late 1800s and continues through 2016. Next, the present research proposes to focus on those venues associated with the National Collegiate Athletic Association (NCAA) Division I Football Bowl Subdivision (FBS) and the within the Power Five conferences (i.e., ACC, Big Ten, Big 12, Pac-12, and SEC).

**8:00 am - 9:15 am**      **DEV - OB/HRM: SOMETHING OLD AND SOMETHING NEW IN OB RESEARCH**

*Room: Wasatch: Table 2*

**Chair: Andrew Hinrichs, CSU Stanislaus**

### **“Managing” Daylight Saving Time: The Organizational Consequences of Shifting Time**

Chet Barney, University of South Dakota

[chet.barney@usd.edu](mailto:chet.barney@usd.edu)

**Abstract:** Time is Money...the concept of time is a continual concern of employees and organizations around the world. As such, a review of an under-studied time concept in the management literature could help organizations prepare for world-wide events that negatively affects day-to-day operations – the Daylight Saving Time and Standard Time changes. Through a dialog of reporting historical documents, presidential speeches, government publications, and peer-reviewed research, a historical account of the Daylight Saving



Time concept is offered. In addition, a dialog of how the bi-annual time shifts affect organizations and their workforce, is also presented. In order to help alleviate the adverse effects of clock-time-changes, an opinion based suggestion is given about the Daylight Saving Time concept.

### **Flexible Arrangements, Motivation to Lead, and Organizational Attraction: A Conservation of Resources Approach**

Christopher Bradshaw, CSU Stanislaus  
Andrew Hinrichs, CSU Stanislaus  
([cbradshaw3@csustan.edu](mailto:cbradshaw3@csustan.edu))

**Abstract:** This developmental research paper is focused on using Hobfoll's (1989) conservation of resources (COR) model to explore how a job seeker's motivation to lead (MTL) influences the relationship between flexible work arrangements (FWA) (e.g., flextime, flexplace) and organizational attraction (Honeycutt & Rosen, 1997; Rau & Hyland, 2002). We argue that although job seekers generally view FWAs as desirable (Honeycutt & Rosen, 1997) job seekers with specific attitudes relating to personal resources, such as the motivation to lead others, will be more or less attracted to organizations offering FWAs. Furthermore, we expect that the moderating effect of motivation to lead (MTL) on the relationship between FWAs and organizational attraction will be moderated by a job seeker's boundary management strategies and valued role identities.

### **How Do Good Rules Go Bad? an Examination of Rule Drift**

David Hannah, Simon Fraser University  
Chris Zatzick, Simon Fraser University  
([dhannah@sfu.ca](mailto:dhannah@sfu.ca))

**Abstract:** Rules are a necessary part of organizational life. When rules are implemented, they have a specific purpose and set of requirements designed to benefit the organization. Over time, however, the purpose and requirements of rules tend to become disconnected from each other and/or the goals of the organization, referred to as rule drift. The enforcement of unnecessary rules and disruption of work have negative implications for multiple stakeholders including the organization, employees, and customers. To date, little research has examined the antecedents and consequences of rule drift. In this developmental paper, we review the rules literature to understand 1) what makes a good rule, 2) why good rules go bad (i.e, rule drift), and 3) approaches to mitigating rule drift.

**8:00 am - 9:15 am**      **DEV- OMT: INNOVATION AND CHANGE**

*Room: Deer Valley: Table 1*

**Chair: Robert Randolph, University of Nevada Las Vegas**

### **Organizational Benefits of Incorporating a Real Time Decision Making Model and Big Data: Real or Perceived?**

Denise Chengler, Mount Royal University  
Rachael Pettigrew, Mount Royal University  
([dchengler@mtroyal.ca](mailto:dchengler@mtroyal.ca))

**Abstract:** Increasing the amount of data a firm captures, without purpose, will do little to differentiate the firm. As companies develop real time decision making models (RTDM) populated with big data, research aimed at exploring whether these strategic initiatives are increasing productivity is warranted. A model termed Integrated Operations (IO) incorporates a five pillar approach to optimizing firm output and includes: people, processes, organization, physical environment and the technology. Given the complexity associated with an IO model, the development of dynamic capabilities is a natural by-product. While the results of firms using an IO model are proving beneficial, shifting to this complex model requires considerable organizational change and risk. This research explores the strategic intent behind firms incorporating RTDM models and whether the anticipated benefits materialized.



## **How Can Lean Six Sigma Foster Employee Driven Innovation in a Bureaucratic Organization**

R. Duncan Pelly, California State University, Los Angeles

([duncan.pelly@gmail.com](mailto:duncan.pelly@gmail.com))

**Abstract:** Lean Six Sigma (LSS), when conceptualized as a coherent alternative narrative, can be utilized by employees at the lowest levels of an organization to foster innovation. This paper is an autoethnographic examination of how a junior officer in the U.S. army changed the way in coming personnel were processed in the face of stiff bureaucratic resistance by using the narrative of LSS as a way to highlight alternate ways of analyzing problems. Narratives are full of potentiality, which can exploit cracks and spaces for play within the boundaries of a bureaucracy facing operations outside the normal routines. Narratives are a powerful tool that can likewise be used to bridge inter-organizational boundaries and foster alteration of organization practices. This work serves as a link between LSS and the entrepreneurship/innovation communities by explaining how both benefit from the use of narratives to permanently change organizational practices.

**8:00 am - 9:15 am**      **DEV - OD/CAR/BPS: RESILIENCE**

*Room: Deer Valley: Table 2*

**Chair: Patricia Martinez, Loyola Marymount University**

### **On the Care and Feeding of Oak Trees and Academics: Thoughts on Fostering Resilience**

Patricia Martinez, Loyola Marymount University

([patricia.martinez@lmu.edu](mailto:patricia.martinez@lmu.edu))

**Abstract:** In this developmental conceptual paper, I draw from arboriculture and my cancer diagnosis to discuss how the foundations of tree care can inform the development of resilience in our academic careers and personal lives. Living among California Oaks led me to observe how they coexisted, thrived, but in some cases deteriorated. I wondered what we might learn from these species in our study of organizations. When I learned that one my trees was "stressed," the huge welts on its trunk were vivid manifestations of an organism in a stressed state. Months later, I was faced with a cancer diagnosis, leading me to learn about my condition, its treatment, and its cure. During this sense making process, I discovered that the foundations of tree care, irrigation, pruning, placement, soil quality and fertilization, are a helpful framework for thinking about overcoming a serious illness and more generally, developing resilience.

### **Anticipating Resilience during Cosmology Episodes: Deep Cosmologies, Wicked Environments, and Preoccupation with Failure**

James Orton, Center for Trauma Studies and Resilience Leadership

Kari O'Grady, Loyola University Maryland

([jamesdouglasorton@gmail.com](mailto:jamesdouglasorton@gmail.com))

**Abstract:** An understanding of anticipating creates a foundation for studies of sense-losing, improvising, sense-making, and renewing. Three important concepts in understanding anticipating resilience are deep cosmologies, wicked environments, and preoccupation with failure. Deep cosmologies are necessary preconditions to cosmology episodes; they are shaped by national belief systems such as the Inca end-of-times cosmology; the competing worldviews of the North and the South during the U.S. Civil War; organizational-level secular religions; spiritual traditions manifested in firefighting crews; and individual ethical codes. Wicked environments are the most recent formulation of a stream of environments – historical, social, global, economic, volatile, uncertain, complex, ambiguous, interdependent, and wicked. Wicked environments are characterized by the iatrogenic vicious cycles described by Staw, Sandelands, and Dutton. Preoccupation with Failure is an organizational strategy that amplifies weak signals. Weak signals appear as small failures that can become tangled up in interactive complexity; and the intentional obfuscation of unsafe conditions.



### **Resilience - The Strategic Difference**

Rita Stafford, Pace University

([rs14575n@pace.edu](mailto:rs14575n@pace.edu))

**Abstract:** Continued technological advancements enable firms to expand their resource and consumer networks, taking advantage of new opportunities that were not available before. Despite these advantages, firms continue to struggle with the fluidity of change in the environment and the ripple effects major shifts have on their ability to perform. The steady rise of highly disruptive disaster events increases the need for resilience. Yet, this paper argues that resilience is more than being able to survive severe disruptions. Resilience is a strategic capability that positions the firm to take the transformative steps necessary to thrive. While research offers insight into ways organizations can improve their competitive position and performance, there lacks a standard measure for strategic resilience and its relationship to performance. This paper provides a framework founded on existing strategic management constructs as a means to measure resilience as a strategic capability in different environmental contexts.

### **9:15 am- 9:30 am BREAK (LODGE LOBBY) - SPONSORED BY THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT**

### **9:30 am - 10:45 am EDU: IDIOT BOX LEARNING: BOOB TUBE TEACHING ACROSS THE BUSINESS CURRICULUM WORKSHOP**

*Room: Arches*

#### **Idiot Box Learning: Boob Tube Teaching Across the Business Curriculum**

Jennifer Schultz, Utah Valley University

Debra Comer, Hofstra University

Tanner Lundquist, Utah Valley University

Vance Lewis, University of Central Arkansas

Maureen Andrade, Utah Valley University

Jonathon Westover, Utah Valley University

Letty Workman, Utah Valley University

Barton Sharp, Northern Illinois University

Bernd Kupka, Utah Valley University

Brandon Soltwisch, University of Northern Colorado

Jared Chapman, Utah Valley University

Sumeet Jhamb, Southern Illinois University Carbondale

Dara Szyliowicz, University of the Pacific

James Keyes, Utah Valley University

([jennifer.schultz@uvu.edu](mailto:jennifer.schultz@uvu.edu))

**Abstract:** Attention, all couch potatoes! Get your homework done! Adjust your antennae! Grab your remote control and join us for an interactive professional development workshop (PDW) on using television media to teach business content. This pragmatic, engaging workshop will provide business educators with economical classroom activities to facilitate learning using the small screen. This session highlights educators from a variety of institutions and content areas (human resources, management, strategy, marketing and entrepreneurship) in an open-space learning format. Presenters will share authenticated student and instructor teaching materials in a collaborative roundtable format. Session materials include video clips and teaching instructions about such topics as management theory, performance appraisals, groupthink, sexual harassment, advertising, critical thinking, intercultural communication, behavioral economics, strategic management, project management, financial markets and forming alliances. All materials will be without parental controls and made public via an open source website.



**9:30 am - 10:45 am**      **OB/HRM: FOCUSING ON THE STARS**

*Room: Solitude/Sundance*

**Chair: Holly Ferraro, Seattle University**

**Coping with Envy: How does Team Composition Impact the Envied Star's Task Performance?**

Sargam Garg, California State University, Sacramento

([sargam2006@gmail.com](mailto:sargam2006@gmail.com))

**Abstract:** Extant work has recognized the value of stars or individuals who contribute disproportionately to an organization's output and highlighted their vulnerability to being victimized by co-workers. However, current research has overlooked the emotional experience of the star who perceives being envied by co-workers. Driven by this state of research, we articulate a model that draws from social cognition and workplace envy research as well as team composition literature to build knowledge about how a star's perceptions of being envied can impact his or her task performance. Specifically, we discuss the influence of team composition on an envied star's experience and reactions. Altogether, through the theory developed in this work we generate some insights about effective management of stars which is integral to an organization's productivity.

**Magnetic Stars: Enhancing Organizational Recruitment Efforts through Star Signaling**

Ryan Terry, California State University, Los Angeles

Jeffrey McGee, The University of Texas at Arlington

Yang Zhang, California State University Los Angeles

([rterry@calstatela.edu](mailto:rterry@calstatela.edu))

**Abstract:** Organizations—particularly those in human capital-intensive industries—that have fought the talent war with star employees, may have received less than they bargained for. Consequently, firms may seek other ways in which a star employee can contribute to organizational productivity and effectiveness. The current study seeks to examine if and how stars may enhance organizational recruitment efforts. In a 2 (star present versus absent) × 2 (average salary or above average salary) factorial research design (n = 184), we find that the presence of a star employee signals organizational reputation to potential applicants in the external labor market which, in turn, increases applicants' attraction to the firm and the likelihood they will pursue the application process further. These results provide evidence that star employees can trigger signaling-based mechanisms early on in the recruitment process, leading to desirable organizational-level recruitment outcomes.

**9:30 am - 10:45 am**      **ENT: CHARACTER STRENGTHS AND SOCIAL ENTREPRENEURSHIP**

*Room: Snowbird*

**Chair: Arthur DeGroat, Kansas State University**

**The Effect of Cultural Leadership on the Incidence of Social Entrepreneurship**

Byungku Lee, University of La Verne

Louise Kelly, University of La Verne

([blee2@laverne.edu](mailto:blee2@laverne.edu))

**Abstract:** The purpose of this study is to investigate the effect of the cultural leadership of a nation on the likelihood of individuals engaging in social entrepreneurship. Our study contributes to the understanding of favorable contexts for individual decisions to pursue social entrepreneurship. We use a logistic multilevel regression modeling technique to accommodate individual-level and country-level variables simultaneously. Our findings confirm that humane-oriented and low self-protective leadership cultures at the country-level have significant effects on the decision-making of an individual to create a business and become an entrepreneur. The results provide the theoretical and practical basis in developing contextual drivers of social entrepreneurship for both researchers and policymakers.





### **The Role of Character Strength Profiles in Entrepreneurship Research: Exciting New Directions**

Thomas Wright, Fordham University

Kyle Emich, University of Delaware

[twright17@fordham.edu](mailto:twright17@fordham.edu)

**Abstract:** We introduce the concept of occupation-specific signature character strength profiles to the entrepreneurial literature. First, we suggest that the optimal signature strength profile for entrepreneurs includes curiosity, hope, industry, self-regulation and zest. Next, we differentiate character strengths from personality and address the implications of personality research and recent work on the dark side of personality to character strength profiles. We then discuss the importance of both individual and collective character to entrepreneurial teams given the inherently novel, dynamic and risky environments in which they operate. We conclude with research directions suggesting that simultaneously considering individual and team-level character may provide a valuable “missing link” in understanding the body of work on entrepreneurial team diversity.

### **Modeling Millennial Social Entrepreneurial Intent: Predictive and Moderational Factors**

Stephen McGuire, California State University Los Angeles

Yang Zhang, California State University Los Angeles

Kern Kwong, California State University Los Angeles

Veena Prabhu, California State University Los Angeles

Rodrego Byerly, California State University Los Angeles

[smcguir@calstatela.edu](mailto:smcguir@calstatela.edu)

**Abstract:** Millennials differ, in many ways, from prior generations such as the Baby Boomers or Generation Xers, including by exhibiting a greater interest in social issues and entrepreneurial activities. This study examined the extent to which millennials embraced social entrepreneurship, utilizing data from 1,200 students, 300 each from USA, Philippines, Russia, and China. We found that perseverance (in all four countries) and proactive personality (USA, Philippines, and China) predicted social entrepreneurial intent (SEI). We also found that social entrepreneurial self-efficacy (SESE) mediated the relationship between the predictors and SEI. Support exists for our hypotheses that determinism (a cultural value) and life satisfaction moderated the relationship between predictors and SEI among surveyed Chinese millennials. We also found that concerns about corruption/good government and human rights moderated the perseverance-SEI relationship for the Americans in our sample. Results suggest that, for millennials, enhancing social entrepreneurial self-efficacy may be key to increasing social entrepreneurship intention.

**9:30 am - 10:45 am**      **OB/OD/CAR: POSITIVE BEHAVIORS**

*Room: Big Cottonwood*

**Chair: David Hannah, Simon Fraser University**

### **Positive Relational Orientation: Facilitating Intrapersonal and Interpersonal Forgiveness Outcomes**

Bryant Thompson, Weber State University

[bryanthompson@weber.edu](mailto:bryanthompson@weber.edu)

**Abstract:** Positive relational identities within supervisor-subordinate relationships can “endow us with meaning and clothe us with comprehensibility” (Sampson, 1993: 106; Wrzesniewski, Dutton, & Debebe, 2003), but can also destroy meaning and alter the manner in which we define ourselves in the relational context (Dutton & Ragins, 2007). In this paper, I employ identity theory (Ashforth, 2001) to suggest that there is a positive relationship between relational identification (Sluss & Ashforth, 2007) and forgiveness outcomes (due to the richness of the relationship, self-enhancement, and uncertainty reduction) while also proposing a negative relationship between relational identity threat and forgiveness outcomes (due to cognitive dissonance, disaffection, and risk of having a valued identity being changed for the worse). The forgiveness outcomes I examine are intrapersonal forgiveness (subordinate-report) and interpersonal forgiveness (supervisor-report). I



also endeavor to extend the positive organizational scholarship literature (e.g. Cameron, Dutton, Quinn, 2003) by introducing a new construct—positive relational orientation.

### **Thriving in an Age of Continual Change**

Rachael Narel, Benedictine University  
([rnarel@ben.edu](mailto:rnarel@ben.edu))

**Abstract:** The environment in which businesses operate today is uncertain, chaotic, and changing at a more rapid pace than ever before. Organizations and individuals working within them need to become more agile and adaptive to successfully ride the waves of change. Organizational Agility is a model to help organizations survive and thrive in these environments. However, it is important to focus on the characteristics of the employee that enable agility without burnout. This paper explores literature on agility, learning, thriving, and resilience as well as the results of an empirical research study to provide insight into the types of individuals and organizations that are more likely to be successful in this new normal. Through the highlights of the study and the discussion of a model for thriving and agile teams, readers can gain insight into ways to help organizations and workers become more agile while maintaining a positive response to change.

### **Complementarity and Substitutability in Driving Individual Productivity**

Jason Sandvik, The University of Utah  
Nathan Seegert, The University of Utah  
Richard Saouma, Michigan State University  
([nathan.seegert@business.utah.edu](mailto:nathan.seegert@business.utah.edu))

**Abstract:** We report the results of a randomized control field trial on skill-development within a leading national call-center. We paired over 650 employees every week for four weeks and assigned each pair to one of three treatments or a control group. The conversations treatment involves structured face-to-face meetings, the rewards treatment features an incentivized tournament, and the combined treatment incorporates both. Using individual-level productivity data, we find evidence of skill-development in the conversations and combined treatments, but not in the rewards treatment. Contemporaneous performance gains (average revenues per call) in each treatment (relative to the control group) exceed 13%, and the relative performance gains are sustained in the post-treatment period with the exception of the rewards treatment. Combined, the evidence suggests that the employee exchanges which took place under the rewards treatment may have involved cheerleading, whereas the other treatments harbored more meaningful dialogue around skill-development and best-practices.

**9:30 am - 10:45 am**      **LDR: AUTHENTIC, NARCISSISTIC, AND EFFECTIVE LEADERS**

*Room: Brighton*

**Chair: Kristi Tyran, Western Washington University**

### **Does Gender Matter? An Investigation of the Effects of Authentic Leadership on Athletes' Psychological Capital and Engagement**

Jacqueline McDowell, George Mason University  
Yung-Kuei Huang, National Ilan University  
Arran Caza, University of Manitoba  
([arran.caza@umanitoba.ca](mailto:arran.caza@umanitoba.ca))

**Abstract:** This study tested newly advanced theoretical predications about mechanisms by which authentic leadership has its positive effects on psychological resources and team engagement. Specifically we tested a mediation model, in which positive climate is the key social mechanism by which authentic leaders influence followers' psychological capital and team engagement. Moreover, we examined the role of leader-follower characteristics in authentic leadership dynamics, particularly the role of race and gender. Quantitative data were obtained from 119 student-athletes representing 15 NCAA Division I men's and women's basketball



teams. Results indicate that positive team climate mediated the relationships between authentic leadership and players' psychological capital and engagement, and this relationship was moderated by gender. Results are discussed relative to the effects of gendered leadership, and implications for coaches and authentic leadership theory are presented.

### **Did Charisma “Trump” Narcissism in 2016? Leader Narcissism, Attributed Charisma, Value Congruence and Voter Choice**

Rajnandini Pillai, California State University San Marcos  
Ethlyn Williams, Florida Atlantic University  
Kate McCombs, Florida Atlantic University  
Bryan Deptula, Nova Southeastern University  
Kevin Lowe, The University of Auckland  
([rpillai@csusm.edu](mailto:rpillai@csusm.edu))

**Abstract:** Did Charisma “Trump” Narcissism in 2016? Leader Narcissism, Attributed Charisma, Value Congruence and Voter Choice ABSTRACT One of the drivers of dramatic change and uncertainty both in the US and in the global context was the 2016 presidential elections election. The current study examines perceived leader narcissism, attributed charisma, and voter choice in the context of the 2016 presidential election. Perceived leader narcissism was found to be negatively related to attributed charisma and voter choice and had an indirect effect on voter choice through attributed charisma. Value congruence moderated the relationship between attributed charisma and voter choice. This research contributes to a better understanding of the mixed support regarding the relationship between perceived narcissism and attributed charisma, and highlights attributed charisma as a mediating factor in understanding leader selection. The contributions made to the literature, implications of the findings and directions for future research are discussed.

### **Toward a Theory of Leadership Effectiveness in Contexts of High Socioeconomic Diversity**

Rebekah Dibble, University of San Francisco  
Carlos Baradello, Hult International Business School  
([rdibble@usfca.edu](mailto:rdibble@usfca.edu))

**Abstract:** This paper develops several propositions regarding predictors of effective leadership in socioeconomically diverse environments. Our study is organized around our primary research question: Are there specific motivations, characteristics, and contexts that predict effective leadership in socioeconomically diverse environments? We propose socioeconomic diversity as a moderator of the relationship between psychological empowerment (meaning, self-efficacy, self-determination, and impact), psychological safety, and socioeconomic mindset, and our dependent variable, leader effectiveness. We extend current theory in the diversity and global leadership domains and conclude with implications for theory and practice as well as avenues for future research.

**9:30 am - 10:45 am**      **DEV - OMT/BPS: SENSEGIVING AND BOUNDARIES**

*Room: Wasatch: Table 1*

**Chair: Jim Downing, California State University, Chico**

### **Monastic Entrepreneurship: An Authentic Approach to the Wine Industry**

James Downing, California State University, Chico  
Dan Parrish, University of Portland  
([jdowning2@csuchico.edu](mailto:jdowning2@csuchico.edu))

**Abstract:** This research explores how strategic group members in the wine industry develop collective and individual entrepreneurial strategies for authenticity in a fragmented industry setting, which lacks the conventional bases for sustainable strategies. We understand these strategies through wineries' individual



efforts and through the collective efforts of strategic groups to provide sensegiving information to wine consumers that creates a differentiation of authenticity. The study begins with a consideration of the value of creating the perception of authenticity, then we explore organizational sensemaking and sensegiving, particularly the role of identity in creating the perception of authenticity. We then discuss strategic groups—which are meaningful collections of firms, or substructures—with a common purpose of differentiation in the wine industry. We offer propositions and identify four types of authenticity differentiation strategies used by wineries: appellation differentiation, storytelling differentiation, tourism differentiation and terroir differentiation.

### **Revisiting the Competent Boundary Spanner**

Julie Chesley, Pepperdine University

Dale Ainsworth, California State University, Sacramento

([dale.ainsworth@csus.edu](mailto:dale.ainsworth@csus.edu))

**Abstract:** Wicked problems such as climate change, hunger, or access to health care can only be addressed when multiple organizations effectively work together and collaborate. However, these collaborations are dependent on the skills and competencies of individuals who represent their organizations. Our mixed-methods study explores and updates the most important collaboration skills and competencies required to effectively work across organizational boundaries. Respondents were all actively engaged in multi-organization projects where they were addressing a significant community issue. Survey results suggest that communication skills were the most important predictor of successful collaborations along with technical skills. Interestingly, risk taking was found to have a negative relationship to working across boundaries. Wicked problems such as climate change, hunger, or access to health care can only be addressed when multiple organizations effectively work together and collaborate. However, these collaborations are dependent on the skills and competencies of individuals who represent their organizations. Our mixed-methods study explores and updates the most important collaboration skills and competencies required to effectively work across organizational boundaries. Respondents were all actively engaged in multi-organization projects where they were addressing a significant community issue. Survey results suggest that communication skills were the most important predictor of successful collaborations along with technical skills. Interestingly, risk taking was found to have a negative relationship to working across boundaries.

### **The Object of their Eyes: The Boundary Setting Role of Materiality in Strategy Making**

Robert Gigliotti, University of Mississippi

Maria Gondo, University of Mississippi

([rgigliotti@bus.olemiss.edu](mailto:rgigliotti@bus.olemiss.edu))

**Abstract:** This paper's purpose is to extend the concept of temporal work (Kaplan and Orlikowski, 2013) to include the role of materiality. Temporal work is the process of actors negotiating interpretations of past, present, and future strategic accounts to make plausible strategic choice and action. As temporal work takes place in the strategy making process, we argue actors' relations with materiality sets boundaries as to what is relevant to interpret in strategy making. The past puts forth a plethora of information, which may not be relevant or useful in strategic discussions. For humans to contemplate all past actions in the process of determining future actions would be inconceivable and much less practical. Our paper examines the role of materiality as to what elements of the past actors consider in temporal work and strategy making.

**9:30 am - 10:45 am      DEV - OB/HRM: LEADERSHIP TEAMS AND MINDSETS**

*Room: Deer Valley: Table 1*

**Chair: Ryan Gottfredson, California State University**

### **Conceptual Development of a Theory of Team Member Attribute Alignment**

Kyle Emich, University of Delaware

Li Lu, West Chester University



([kemich@udel.edu](mailto:kemich@udel.edu))

**Abstract:** We propose a theory conceptualizing teams as complex systems of equally complex members who have multiple attributes that may interact to impact team functioning. Then, we provide an analytic technique for exploring whether member's attributes align. In it, we operationalize teams as matrices comprised of vectors denoting member's attributes.

#### **Unlocking the Power of Mindsets within Organizational Behavior: A Review**

Ryan Gottfredson, California State University - Fullerton

Lisa Lambert, Georgia State University

([rgottfredson@fullerton.edu](mailto:rgottfredson@fullerton.edu))

**Abstract:** Mindsets are mental frames or assumptions that create a lens through which individuals selectively organize and encode information, orienting them toward a distinct way of understanding experiences and guiding them toward corresponding actions and responses (Crum, Salovey, & Achor, 2013). While mindsets have predominantly been studied in psychology and have been repeatedly shown to impact individuals' (1) decision making and problem solving, (2) learning and development, and (3) behavior and performance, mindsets have received relatively little attention or focus in the organizational domain relative to other individual attributes. In this paper, we summarize a literature review on mindset meant to introduce organizational scholars to (1) the different types of mindsets currently being studied, (2) the importance of mindsets for organizational theories and research, and (3) areas for mindset research within the organizational domain.

#### **Ethical Leadership: A Review and Research Agenda**

Mark Brightenburg, University of Dallas

J. Whittington, University of Dallas

([mbrightenburg@udallas.edu](mailto:mbrightenburg@udallas.edu))

**Abstract:** Low ethical leadership has been linked to a variety of troubling employee outcomes (e.g., workplace deviance, counterproductive work behavior, and undermining). These troubling outcomes have resulted in a recent surge of studies on ethical leadership. This paper reviews the current field of ethical leadership using a purposeful sample of 37 empirical studies, followed by a content analysis and interpretation. The review process was logically constructed by providing a historical context of ethical leadership and a review of the current empirical literature. Based upon our analysis, we offer a typology of ethical leadership scholarship and direction for future research. In summary, the time seems ripe for a shift of focus toward examining the impact of low ethical leadership, unethical leadership, and the antecedents of low ethical leadership. Including these dimensions will provide a more comprehensive integrative epistemology of ethical leadership.

**9:30 am - 10:45 am      DEV - ENT: CONTEXT, VENTURES, VALUE CREATION**

*Room: Deer Valley: Table 2*

**Chair: Julia Ivy, Northeastern University**

#### **Refining the Business Model Canvas Process to Increase Venture Formation**

John Kim, Oakland University

Mark Simon, University of Michigan-Flint

Purnima Thapa, University of Michigan-Flint

([kim@oakland.edu](mailto:kim@oakland.edu))

**Abstract:** The goal of this proposed study is to research what characteristics of the Business Model Canvas (BMC) process are most associated with venture creation. For example, is it more important to form and test hypotheses about some parts of the BMC than other parts; and if so, what parts? Do they differ for different industries? Relatedly, do entrepreneurs who test more parts of the BMC perform better than those who test



fewer? And does a greater number of iterations increase venture creation? Does interviewing a greater number of people increase the chances that a company will be launched? Finally, what types of pivots lead to greater success? The answers to these questions will provide some guidance to the entrepreneur, and serve as a catalyst to improve our understanding of the process.

### **Understanding Context for Entrepreneurship and Entrepreneurship in Context**

Julia Ivy, Northeastern University  
([j.ivy@northeastern.edu](mailto:j.ivy@northeastern.edu))

**Abstract:** In an effort to contribute to the “theory of context” in entrepreneurship research (Welter, 2011), the paper proposes refining considerations of context within entrepreneurship studies into the categories of context for entrepreneurship and entrepreneurship in context, where “context for entrepreneurship” is constructed by weighing the inhibiting effects of surroundings on entrepreneurship, while “entrepreneurship in context” is constructed by considering the effects of entrepreneurial action on the context. Next, it suggests bringing attention to mechanisms controlling how “context for entrepreneurship” and “entrepreneurship in context” interact. It posits the assumption that sensemaking and sensegiving serves as a dual mechanism for connecting context and entrepreneurial behavior.

### **Towards a Theory of Value Creation**

Jeremy Cox, University of Utah  
([jeremy.cox@eccles.utah.edu](mailto:jeremy.cox@eccles.utah.edu))

**Abstract:** There is growing interest in developing a theory of value creation within the fields Entrepreneurship and Strategy. The Resource Based View indicates how it is that some firms create more value than others via achieving competitive advantage. Transaction Cost Economics addresses value creation via a rubric for proper alignment of firm transactions. However, each of these theories addresses creating value through optimization of the production function of each firm. Existing theories are silent on the issue of how to increase consumer willingness to pay. This paper seeks to begin a discourse by creating a taxonomy of value creation and depicting how existing theories of entry or strategic management offer perspective. In order to arrive at a useful description of value creation one must journey (briefly) through the economic theories of markets and deconstruct some of these core assumptions.

**10:45 am- 11 am BREAK (Lodge Lobby)**

**11:00 am - 12:30 pm CLOSING SESSION: STANDING THE TEST OF TIME! RESILIENCE AND TRANSFORMATION IN MANAGEMENT RESEARCH**

*Room: Arches*

**Chair: Sarah Kovoov-Misra, University of Colorado**

#### **Panelists:**

**Jane Dutton, University of Michigan**

**Nandini Rajagopalan, University of Southern California**

In this session, the panelists will discuss some management ideas that they believe have stood the test of time, some ‘cool’ emerging ideas that could have a big impact, and some transformations that are required in the production of management knowledge to improve the quality and relevance of our research. This session will be interactive and participation from the audience will also contribute to understanding resilience and transformation in management research.



## WAM PRESIDENTS

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- 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 Univ., 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 Univ., 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 Univ., 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, *Univ. 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, *Univ. 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

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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.

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|--|---|
| <p>2018: Jane E. Dutton, <i>University of Michigan</i><br/>Nandini Rajagopalan, <i>University of Southern California</i></p> <p>2017: Jean Bartunek, <i>Boston College</i><br/>Roy Suddaby, <i>University of Victoria</i></p> <p>2016: Mary Jo Hatch<br/>Alan Meyer, <i>University of Oregon</i></p> <p>2015: Wayne Cascio, <i>University of Colorado Denver</i><br/>Edward Zajac, <i>Northwestern University</i></p> <p>2014: Blake Ashforth, <i>Arizona State University</i><br/>Sandra Robinson, <i>University of British Columbia</i></p> <p>2013: Terence Mitchell, <i>University of Washington</i><br/>Gerry McNamara, <i>Michigan State University</i></p> <p>2012: Chuck Snow, <i>Pennsylvania State University</i><br/>Thomas Wright, <i>Kansas State University</i></p> <p>2011: Barry Posner, <i>Santa Clara University</i><br/>Gretchen Spreitzer, <i>University of Michigan</i></p> | <p>2010: Joyce Osland, <i>San Jose State University</i><br/>William Torbert, <i>Boston College</i></p> <p>2009: William Starbuck, <i>New York University</i><br/>David Whetten, <i>Brigham Young University</i></p> <p>2008: Joan Winn, <i>Denver University</i><br/>Alan Glassman, <i>California State University-Northridge</i></p> <p>2007: Denise Rousseau, <i>Carnegie Mellon University</i><br/>Tom Cummings, <i>Univ. of Southern California</i><br/>Jone Pearce, <i>University of California, Irvine</i></p> <p>2006: Lyman Porter, <i>University of California Irvine</i><br/>Peter J. Frost, <i>University of British Columbia (posthumous)</i></p> <p>2005: Royston Greenwood, <i>University of Alberta</i><br/>Don Palmer, <i>University of California, Davis</i></p> <p>2004: C.R. (Bob) Hinings, <i>University of Alberta</i><br/>Joanne Martin, <i>Stanford University</i></p> |
|--|---|





### ASCENDANT SCHOLARS – 1982-2018

2018:	Allison S. Gabriel, <i>University of Arizona</i> Joel Gehman, <i>University of Alberta</i>	Jeff Shay, <i>Univ. of Montana</i> Marvin Washington, <i>Texas Tech Univ.</i>	
2017:	Marco DiRenzo, <i>Naval Postgraduate School</i> Marion Eberly, <i>University of Washington Tacoma</i> Crystal Farh, <i>University of Washington</i> Anthony Klotz, <i>Oregon State University</i>	2005:	Brooks C. Holtom, <i>Georgetown Univ.</i> Sally Maitlis, <i>Univ. of British Columbia</i> K. Praveen Parboteeah, <i>Univ. of Wisconsin-Whitewater</i> Barry M. Goldman, <i>Univ. of Arizona</i>
2016:	Ryan Fehr, <i>University of Washington</i> Samuel S. Holloway, <i>University of Portland</i> Ryan A. Krause, <i>Texas Christian University</i> Pauline Schilpzand, <i>Oregon State University</i>	2004:	Craig Pearce, <i>Claremont Graduate Univ.</i> Shawn Berman, <i>Santa Clara Univ.</i> Peter Kim, <i>USC</i> Don Jung, <i>San Diego State Univ.</i>
2015:	Keith Leavitt, <i>Oregon State University</i> David Wagner, <i>University of Oregon</i>	2003:	Larissa Z. Tiedens, <i>Stanford Univ.</i> Gerardo Andrés Okhuysen, <i>Univ. of Utah</i> Gregory A. Bigley, <i>Univ. of Washington</i> Livia Markoczy, <i>UC Riverside</i>
2014:	Darren Good, <i>Pepperdine University</i> Andrew Nelson, <i>University of Oregon</i> Chris Barnes, <i>University of Washington</i>	2002:	Marta Elvira, <i>INSEAD and UC, Irvine</i> Christina Gibson, <i>USC</i> Tammy Madsen, <i>Santa Clara Univ.</i> Candace Ybarra, <i>Chapman Univ.</i>
2013:	Chris Bingham, <i>University of North Carolina, Chapel Hill</i> Arran Caza, <i>Griffith University</i> Peter Madsen, <i>Brigham Young University</i> Feng Zhu, <i>University of Southern California</i>	2001:	Talya Bauer, <i>Portland State Univ.</i> Ellen Ensher, <i>Loyola Marymount Univ.</i> Thomas Lawrence, <i>Univ. of Victoria</i> Rajnandini Pillai, <i>CSU-San Marcos</i>
2012:	John Bingham, <i>BYU</i> Michael Johnson, <i>Univ. of Washington</i> Paul Leonardi, <i>Northwestern Univ.</i> Matthew McCarter, <i>Chapman Univ.</i>	2000:	Amy Hurley, <i>Chapman Univ.</i> Lisa Hope Pelled, <i>USC</i> Daniel Skarlicki, <i>Univ. of British Columbia</i> Katherine Xin, <i>Hong Kong Univ. of Science &amp; Technology</i>
2011:	Alison Cook, <i>Utah State</i> Mark Kennedy, <i>USC</i> Elizabeth Mullen, <i>Stanford University</i> Antoaneta Petkova, <i>San Francisco State Univ.</i>	1999:	Nick Argyres, <i>Univ. of Southern California</i> William Hesterly, <i>Univ. of Utah</i> Kathleen Montgomery, <i>UC Riverside</i> Michael Morris, <i>Stanford Univ.</i>
2010:	Kristin Behfar, <i>UC Irvine</i> Peer Fiss, <i>USC</i> Camille Johnson, <i>San Jose State Univ.</i> Anne Parmigiani, <i>Univ. of Oregon</i>	1998:	Cliff Cheng, <i>UCLA</i> Sandra Robinson, <i>Univ. of British Columbia</i> Steven M. Sommer, <i>Univ. of Nebraska</i> Stephen Tallman, <i>Cranfield School of Management</i>
2009:	Teppo Felin, <i>Brigham Young Univ.</i> Kevin Groves, <i>Pepperdine Univ.</i> Mooweon Rhee, <i>Univ. of Hawaii</i>	1997:	Joyce Osland, <i>Univ. of Portland</i> Gretchen Spreitzer, <i>USC</i> Sully Taylor, <i>Portland State Univ.</i> Pushkala Prasad, <i>Univ. of Calgary</i>
2008:	Berrin Erdogan, <i>Portland State Univ.</i> David Hannah, <i>Simon Fraser Univ.</i> Mary Sully de Luque, <i>Thunderbird School of Global Management</i> Chris Zatzick, <i>Simon Fraser Univ.</i>	1996:	Hal B. Gregersen, <i>Brigham Young Univ.</i> Pamela R. Haunschild, <i>Stanford Univ.</i> P. Devereaux Jennings, <i>Univ. of British Columbia</i> Nandini Rajagopalan, <i>USC</i>
2007:	Sally Baack, <i>San Francisco State Univ.</i> Marc Da Rond, <i>Cambridge Univ.</i> Ana Maria Peredo, <i>Univ. of Victoria</i> Roy Suddaby, <i>Univ. of Alberta</i>	1995:	J. Stewart Black, <i>American Graduate School of International Management</i>
2006:	Christine Beckman, <i>UC Irvine</i> Michael Lounsbury, <i>Univ. of Alberta</i>		



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|-------|--|-------|--|
| 1994: | Kay Devine, <i>Univ. of Alberta</i><br>Michael Vincent Russo, <i>Univ. of Oregon</i><br>Nakiye Boyacigiller, <i>San Jose State Univ.</i><br>Jennifer A. Chatman, <i>UC Berkeley</i><br>Margarethe Wiersema, <i>UC Irvine</i> | 1988: | Rod Kramer, <i>Stanford Univ.</i><br>Thomas Lee, <i>Univ. of Washington</i><br>David Bowen, <i>USC</i><br>Mary Barton, <i>CSU-Northridge</i> |
| 1993: | Laurence Barton, <i>Univ. of Nevada</i><br>Raphael H. Amit, <i>Univ. of British Columbia</i><br>Sydney Finkelstein, <i>USC</i>   | 1987: | Douglas Howley, <i>Univ. of Arizona</i><br>Kimberly Boal, <i>Univ. of Nevada, Reno</i><br>Vandra Huber, <i>Univ. of Washington</i>           |
| 1992: | Charles Hill, <i>Univ. of Washington</i><br>Robert Eder, <i>Portland State Univ.</i><br>Arvind Bhambri, <i>USC</i>   | 1986: | Alan Meyer, <i>Univ. of Oregon</i><br>Janet Fulk, <i>USC</i><br>Manuel Velasquez, <i>Santa Clara Univ.</i>                                   |
| 1991: | Joan G. Dahl, <i>CSU-Northridge</i><br>Gibb Dyer, <i>Brigham Young Univ.</i><br>Gerald Ledford, <i>USC</i><br>Glenn McEvoy, <i>Utah State Univ.</i>  | 1985: | Gerardo Ungson, <i>Univ. of Oregon</i><br>Jone L. Pearce, <i>UC Irvine</i><br>Mary Ann Von Glinow, <i>USC</i>                                |
| 1990: | Connie Gersick, <i>USC</i><br>Jay B. Barney, <i>Texas A &amp; M Univ.</i><br>Kathleen M. Eisenhardt, <i>Stanford Univ.</i><br>Michael Lawless, <i>Univ. of Colorado, Boulder</i>   | 1984: | Craig C. Pinder, <i>Univ. of British Columbia</i><br>John W. Seybolt, <i>Univ. of Utah</i><br>Susan Mohrman, <i>USC</i>                      |
| 1989: | Anne Tsui, <i>UC Irvine</i><br>Barbara Lawrence, <i>UCLA</i><br>Marilyn Gist, <i>Univ. of Washington</i>   | 1983: | David Boje, <i>USC</i><br>John Bigelow, <i>Boise State Univ.</i><br>Kurt Motamedi, <i>Pepperdine Univ.</i>                                   |
|       |  | 1982: | Dean Tjosvold, <i>Simon Fraser Univ.</i><br>Joanne Martin, <i>Stanford Univ.</i><br>Meryl Louis, <i>Naval Post Graduate School</i>           |

**JOAN G. DAHL PRESIDENT’S AWARD RECIPIENTS**

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|-------|--|-------|--|
| 2015: | Jeffrey P. Shay, <i>Washington and Lee University</i>  | 1999: | Bruce H. Drake, <i>University of Portland</i>                    |
| 2011: | Cynthia Nalevanko, <i>Sage Publications</i>  | 1998: | Andre L. Delbecq, <i>Santa Clara University</i>                  |
| 2005: | Paul Hirsch, <i>Northwestern University</i><br>Kimberly B. Boal, <i>Texas Tech University</i>          | 1996: | Joan G. Dahl, <i>California State University, Northridge</i>     |
| 2004: | Richard W. Stackman, <i>University of San Francisco</i>  | 1995: | Robert Wright, <i>Pepperdine University</i>                      |
| 2003: | Kay Devine, <i>University of Alberta</i>   | 1994: | Kimberly B. Boal, <i>Texas Tech University</i>                   |
| 2002: | Joyce Osland, <i>San Jose State University</i>   | 1992: | Alan M. Glassman, <i>California State University, Northridge</i> |
| 2001: | Paul Buller, <i>Gonzaga University</i><br>Thomas G. Cummings, <i>University of Southern California</i> | 1992: | John W. Seybolt, <i>University of Utah</i>                       |
| 2000: | John and Suzanne Bigelow, <i>Boise State University</i>  | 1991: | Anthony P. Raia, <i>University of California, Los Angeles</i>    |
|       |  | 1990: | Craig C. Lundberg, <i>Cornell University</i>                     |

**ANDRÉ DELBECQ WAM ‘STATE OF MIND’ AWARD RECIPIENTS**

- 
- 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 2018 TRACK CHAIRS AND REVIEWERS**

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 Casher Belinda\*\*  
 Alex Bolinger  
 Christopher  
 Bradshaw  
 Mark  
 Brightenburg\*\*  
 Jacob Brown  
 Tyler Burch  
 Linda Dunn-Jensen  
 Loren Dyck  
 Kyle Emich  
 Carol Flinchbaugh\*\*  
 Sargam Garg  
 Angelica Gutierrez  
 Guohong Han  
 David Hannah  
 Andrew Hinrichs  
 Alanna Hirshman\*\*  
 Taeya Howell  
 Elizabeth Luckman  
 Vinh Nguyen  
 Jordan Nielsen  
 Kari O'Grady  
 Vernita Perkins  
 Jason Sandvik  
 Kirk Silvernail  
 Ryan Stephenson  
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 Ryan Terry\*\*  
 Bryant Thompson  
 Merideth Thompson  
 Jonathan Westover

**LDR**

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 Bruce Greenbaum  
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 Hartwell  
 Shabana Khan  
 Tera Letzring  
 Jennifer Moss Breen  
 Rajnandini Pillai\*\*  
 Thiraput Pitichat\*\*  
 Kristi Tyran  
 Dayna Walker

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**Chair: Yongsun Paik**  
 Hokafonu Fotu  
 Ronald Miller  
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 Kun Yang

**OMT**

**Chair: David Cavazos**  
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 Julie Chesley  
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 Bart De Keyser  
 Kristen Detienne  
 Lindsey Duke  
 Joel Gehman  
 Robert Gigliotti  
 Lisa Jones  
 Christensen  
 William Martello  
 Pracheta Mukherjee  
 Dan Parrish  
 Joseph Peyrefitte  
 Edward Powley  
 Anan Sheth  
 Donghoon Shin  
 Brian Soebbing  
 Richard Stackman

**TIM**

**Chair: Antoaneta Petkova**  
 Lakshmi  
 Balachandran Nair  
 Han-Fen Hu  
 Rachael Pettigrew  
 Robert Randolph

**ENT**

**Chair: Scott Bryant**  
 Jon Anderson  
 Lizabeth Barclay  
 Chet Barney  
 Rodrego Byerly  
 Jeremy Cox  
 Avimanyu Datta  
 Heidi Herrick

Julia Ivy  
 Louise Kelly  
 John Kim  
 Byungku Lee  
 Connor Lubojacky  
 Lalit Manral  
 David Marshall  
 Arielle Newman  
 R. Duncan Pelly  
 Juan Perusquia  
 Tobias Pret  
 Arvin Sahaym  
 Jessica Santana  
 Masoud Shadnam  
 Nastaran Simarasl  
 Karl Täuscher  
 Prasad Vemala

**BPS**

**Chair: Matthew Metzger**  
 Teresa Cardon  
 Denise Chenger\*\*  
 Sven M. Laudien  
 Ofer Meilich  
 James Orton  
 Nicholas Poggioli  
 Christopher Reutzel  
 Rita Stafford

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**Chair: Timothy S. Clark**

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 Arthur Degroat  
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 Lahnehan\*\*  
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 Richard Moore  
 Luis Perez-Batres  
 Stephanie Raible  
 Jennifer Schultz  
 Deborah Walker

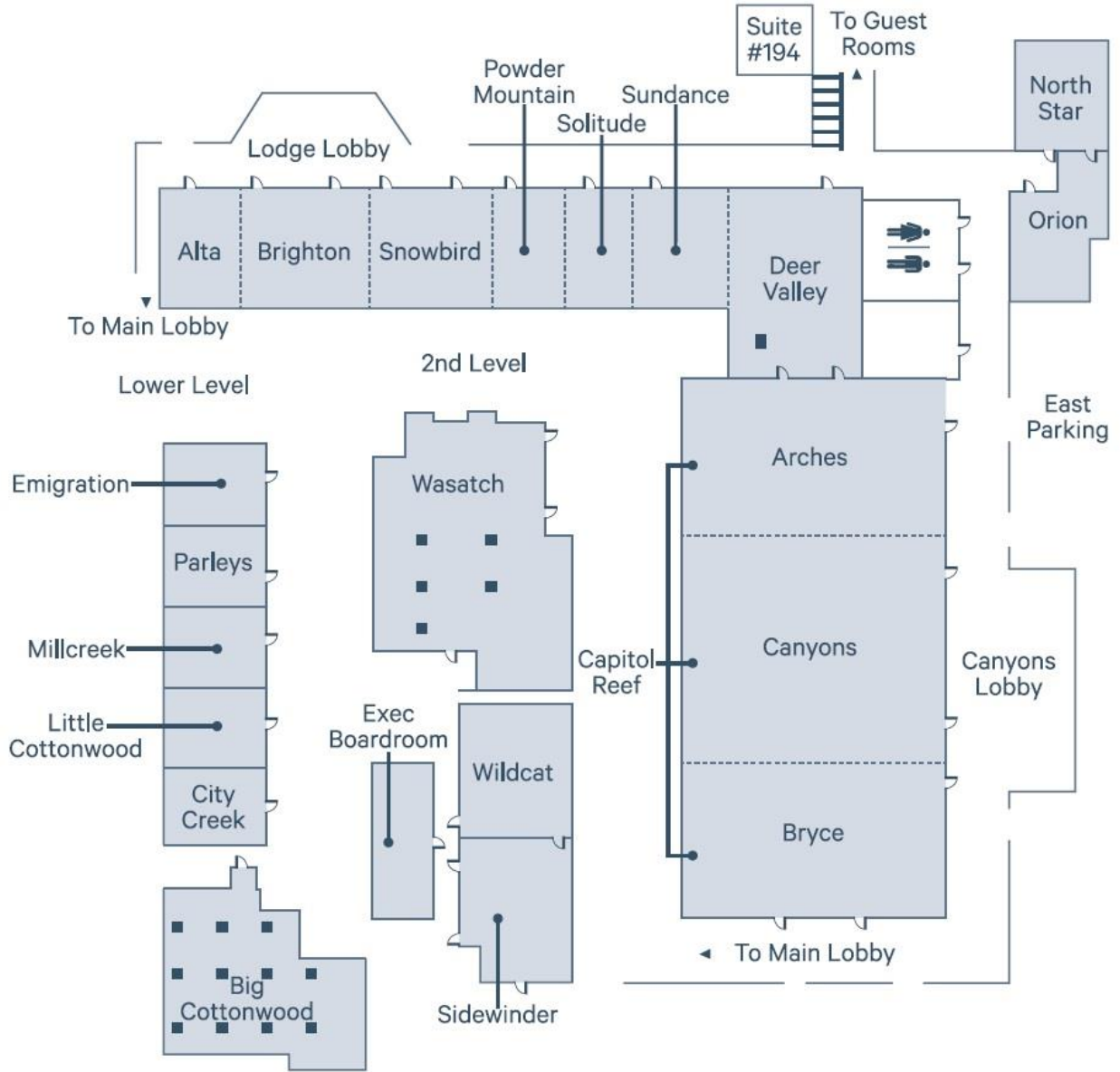
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**Chair: Marco DiRenzo**  
 Ellen Ensher  
 Kelly Hall  
 Patricia Martinez  
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 Paul Olk

\*\*Star reviewers



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