



WESTERN ACADEMY OF MANAGEMENT WAM 2019 CONFERENCE

60th Annual Meeting

March 6 - 9, 2019

DoubleTree by Hilton

Rohnert Park, California

Sonoma Wine Country

Theme: Character Counts



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WAM FUTURE SITES

2020 Hilton Waikoloa Village, Waikoloa, Hawaii (March 18 - 21, 2020)
2021 TBA

WAM's Executive Committee has selected 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.

2018-2019 WAM OFFICERS

President:	Sarah Kovoov-Misra, University of Colorado, Denver
President Elect & Program Chair 2018-19:	Thomas A. Wright, Fordham University
Vice President & Program Chair 2019-20:	Ana-Maria Peredo, University of Victoria
Communications Officer:	Jim Downing, California State University, Chico
Treasurer:	Suzanne Zivnuska, California State University, Chico
Representatives at Large (two-year):	Marion Eberly, University of Washington, Tacoma Holly Ferraro, Seattle University
Representatives at Large (three-year):	Kim Hinrichs, California State University, Chico
Past President:	Arran Caza, University of Manitoba



WESTERN ACADEMY OF MANAGEMENT 2019 CONFERENCE SCHEDULE SUMMARY

WEDNESDAY, MARCH 6, 2019

1:00 PM - 5:00 PM	REGISTRATION <i>Room: Ballroom Foyer</i>
3:00 PM - 5:00 PM	DOCTORAL CONSORTIUM (PRE-REGISTRATION REQUIRED) <i>Room: Salon 3</i> Holly Slay Ferraro, Seattle University (ferraroh@seattleu.edu) Marion Eberly, University of Washington Tacoma (marionb@uw.edu)
6:30 PM - 8:30 PM	DOCTORAL CONSORTIUM DINNER <i>Location: TBD</i>

THURSDAY, MARCH 7, 2019

7:00 AM - 5:00 PM	REGISTRATION <i>Room: Ballroom Foyer</i>
7:00 AM - 8:00 AM	DOCTORAL CONSORTIUM BREAKFAST <i>Room: Salon 3</i>
8:00 AM - 3:45 PM	WESTERN CASE WRITERS CONFERENCE (PRE-REGISTRATION REQUIRED) <i>Room: Salon 1 & 2</i>
8:00 AM - 3:45 PM	DOCTORAL CONSORTIUM (PRE-REGISTRATION REQUIRED) <i>Room: Salon 3</i>
10:00 AM - 3:45 PM 11.1 registratin	JUNIOR FACULTY CONSORTIUM (PRE-REGISTRATION REQUIRED) <i>Room: Salon 4</i>
10:30 AM - 10:45 AM	DOCTORAL CONSORTIUM BREAK <i>Room: Ballroom Foyer</i>
12:00 PM - 1:00 PM	CONSORTIUM / CASE WRITERS LUNCH <i>Room: Salon 1 & 2</i>
1:00 PM - 3:45 PM	WORKSHOPS & PANELS (OPEN TO ALL) <i>Room: see below full schedule</i>
2:15 PM - 2:30 PM	BREAK <i>Room: Ballroom Foyer</i>
4:00 PM - 5:30 PM	OPENING SESSION AND FIRESIDE CHAT WITH JMI SCHOLAR, BARRY M. STAW, HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA BERKELEY <i>Room: Cotati/Bodega</i>
5:30 PM - 5:45 PM	BREAK <i>Room: Ballroom Foyer</i>
5:45 PM - 7:30 PM	OPENING RECEPTION <i>Room: Salons 1 - 4</i>

9:pm executive meeting.

OjoFRIDAY, MARCH 08, 2019

7:00 AM - 5:00 PM	REGISTRATION <i>Room: Ballroom Foyer</i>
7:00 AM - 8:00 AM	NEWCOMER'S BREAKFAST (OPEN TO ANYONE WHOSE ATTENDED FEWER THAN 60 WAMS) <i>Room: Ballroom Foyer</i>
8:00 AM - 9:15 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
9:15 AM - 9:30 AM	BREAK <i>Room: Ballroom Foyer</i>

Sponsored by San Francisco State University



9:30 AM - 10:45 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
10:45 AM - 11:00AM	BREAK <i>Room: Ballroom Foyer</i>
11:00 AM - 12:15 PM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
12:30 PM - 2:00 PM	PRESIDENTIAL LUNCHEON Room: Salon 3 & 4 <i>Sponsored by CU Denver Business School and the Kansas State University Military Affairs (Dr. Arthur S. DeGroat)</i>
2:30 PM - 3:45 PM 3 too 5 sign up	ASCENDANT SCHOLARS <i>Room: Salon 3 & 4</i> <i>Sponsored by the Seattle University Albers School of Business and Economics</i>
2:30 PM - 3:45 PM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
3:45 PM - 4:00 PM	BREAK <i>Room: Ballroom Foyer</i>
4:00 PM - 5:30 PM	BLUE CHIP EDITOR'S PANEL <i>Room: Cotati/Bodega</i>
6:00 PM - 8:00 PM	WINE APPRECIATION EVENT <i>On-site at: Sonoma State University</i>
8:00 PM ONWARDS	LAST SESSION <i>Room: Salon 1 & 2</i>

SATURDAY, MARCH 9, 2019

7:00 AM - 7:45 AM	BREAKFAST & WAM BUSINESS MEETING <i>Room: Salon 3 & 4</i>
8:00 AM - 9:15 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
9:15 AM - 9:30 AM	BREAK <i>Room: Ballroom Foyer</i>
9:30 AM - 10:45 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
10:45 AM - 11:00 AM	BREAK <i>Room: Ballroom Foyer</i>
11:00 AM - 12:30 PM	CLOSING SESSION: WAM RETROSPECTIVE: TO THEME OR NOT TO THEME Room: Salon 1 & 2

DIVISION ABBREVIATIONS

BPS - Business Policy and Strategy

EDU - Education

ENT - Entrepreneurship

IB - International Business and Management

LDR - Leadership

OB/HRM - Organizational Behavior and Human Resource Management

OD/CAR - Organizational Development and Careers

OMT - Organization and Management Theory

ONE/SIM - Organizations and the Natural Environment / Social Issues in Management

TIM - Technology and Innovation Management



THURSDAY, MARCH 7, 2019

SCHEDULE OVERVIEW

7:00 AM - 5:00 PM	REGISTRATION <i>Room: Ballroom Foyer</i>
7:00 AM - 8:00 AM	CONSORTIUM BREAKFAST <i>Room: Salon 3</i>
8:00 AM - 3:45 PM	WESTERN CASE WRITERS CONFERENCE (PRE-REGISTRATION REQUIRED) <i>Room: Salon 1 & 2</i>
8:00 AM - 3:45 PM	DOCTORAL CONSORTIUM (PRE-REGISTRATION REQUIRED) <i>Room: Salon 3</i>
10:30 AM - 10:45 AM	CONSORTIUM BREAK <i>Room: Salon 3</i>
10:00 AM - 3:45 PM	JUNIOR FACULTY CONSORTIUM (PRE-REGISTRATION REQUIRED) <i>Room: Salon 4</i>
12:00 PM - 1:00 PM	CONSORTIUM / CASE WRITERS LUNCH <i>Room: Salon 1 & 2</i>
1:00 PM - 3:45 PM	WORKSHOPS & PANELS (OPEN TO ALL) <i>Room: see below full schedule</i>
2:15 PM - 2:30 PM	BREAK <i>Room: Ballroom Foyer</i>
4:00 PM - 5:30 PM	OPENING SESSION AND FIRESIDE CHAT WITH JMI SCHOLAR, BARRY M. STAW, HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA BERKELEY <i>Room: Cotati/Bodega</i>
5:30 PM - 5:45 PM	BREAK <i>Room: Ballroom Foyer</i>
5:45 PM - 7:30 PM	OPENING RECEPTION <i>Room: Salons 1 - 4</i>

1:00 PM - 2:15 PM OB/HRM: PROFESSOR, HEAL THYSELF: TOOLS FOR FOSTERING RESILIENCE, SELF-CARE AND CHARACTER WORKSHOP

Room: Santa Rosa

Professor, Heal Thyself: Tools for Fostering Resilience, Self-care and Character

Patricia Martinez, Loyola Marymount University

Ellen Ensher, Loyola Marymount University

(eensher@lmu.edu)

Abstract: The proverb “physician heal thyself” is attributed to the Greek playwright Aeschylus, in the ancient Greek tragedy, Prometheus Bound, and the Christian Gospel of Luke. The underlying sentiment here is that the physician may be so engrossed in her work of healing others that she fails to apply her knowledge to her own well-being. Sadly, we professors often fail to apply our own knowledge and tools for diagnosing organizational ills to our own organizations, workplaces and work lives. We (academic) doctors need to tend to ourselves more. In this workshop, our goal is to first, undertake an individual-level analysis and discuss self-care as a means of fostering well-being, resilience and one’s character development and second, to provide a set of tools and resource to support this endeavor. The idea for the workshop was born out of a developmental paper session during WAM 2018 Salt Lake City titled “Resilience.”



1:00 PM - 2:15 PM OB/HRM: THE IMPACT OF TOXIC MASCULINITY AND THE POWER OF AUTHENTICITY OF CHARACTER WORKSHOP

Room: Cotati

The Impact of Toxic Masculinity and the Power of Authenticity of Character

Vernita Perkins, Private Practice

Matthew Hinkley, Private Practice

(Matthew.Hinkley@gmail.com)

Abstract: Toxic masculinity commonly informs many of the decisions we make about ourselves, our personal and professional relationships, and our methods of management and leadership. In this experiential workshop, participants will examine the impacts of toxic masculinity in their individual, group and societal environments, and receive applicable tools to identify toxic masculinity, implement behavioral development, improve interpersonal interactions, improve organizational efficiency and communication in their professional and academic interactions, as well as tools for maintaining effective relationships and increasing organizational wellbeing.

1:00 PM - 2:15 PM OB/HRM: MASSIVE META-ANALYSES & HOW TO CREATE THEM FAST WORKSHOP

Room: Sonoma

Massive Meta-Analyses & How to Create Them Fast

Piers Steel, University of Calgary

(piers.steel@haskayne.ucalgary.ca)

Abstract: Research fields double almost every 9 years, stressing traditional methods of meta-analysis. Here, we feature HubMeta, an Open Science platform that accelerates article coding by an order of magnitude, making massive meta-analytic projects tractable. With built-in analysis, automated data extraction, and taxonomic software, this enables the next generation of meta-analytic publications.

2:30 PM - 3:45 PM EDU: DEVELOPING CHARACTER STRENGTH IN FUTURE LEADERS THROUGH GUIDED SELF-REFLECTION WORKSHOP

Room: Bodega

Developing Character Strength in Future Leaders Through Guided Self-Reflection

Christa Kiersch, University of Wisconsin - La Crosse

Nicole Gullekson, University of Wisconsin - La Crosse

(ckiersch@uwlax.edu)

Abstract: The goal of this interactive workshop will be to support the use of reflection-based exercises and assignments to encourage students (e.g., those in undergraduate management courses) to develop character strength and ultimately to become more character-based (i.e., virtue-based) business leaders. This session will provide an overview of guided self-reflection and its efficacy in character-based leadership development, as well as discuss three different applications of such reflection-based student experiences: 1) developing humanity and cross-cultural character strength through self-reflection in study abroad; 2) developing empathy and integrity through self-reflection in a leadership and teams course; 3) developing professional courage and perspective through self-reflection in scaffolded team projects. Workshop participants will also have the opportunity to share their own experiences using reflection-based exercises to develop character, and then work collaboratively to develop teaching elements to try out in their own classrooms. Through our combined effort we will build the character of tomorrow's leaders.



2:30 PM - 3:45 PM DPS: GOOD NEWS! YOU DON'T HAVE TO BE FUNNY YOURSELF TO USE THESE PROFESSIONAL HUMOR 'SUPER-TOOLS' TO INCREASE STUDENT ENGAGEMENT WORKSHOP

Room: Sonoma

Good News! You Don't Have to Be Funny Yourself to use these Professional Humor 'Super-Tools' to increase Student Engagement

Sally Baack, San Francisco State University
Robert Bostick, HumorPoint
(sbaack@sfsu.edu)

Abstract: This interactive, hands-on workshop focuses on the use of High-Performance Professional Humor in the classroom as an effective way to increase student engagement. 1) It introduces and explains the new concept of High-Performance Professional Humor and distinguishes it from commonly-known everyday casual humor; 2) It reviews key advantages of using appropriate humor in the classroom for learning benefits; 3) It highlights 3 specific tools that instructors can use in their presentations, lectures, discussions, emails, etc., to engage students and to enhance learning; 4) It teaches workshop participants a specific method of “humor-wrapping” the content to increase the value of the material being taught, and provides a hands-on portion allowing participants to practice a simple, effective use/delivery of these tools to increase adoption; 5) It provides workshop participants a lasting, tangible take-away - access to a specific free resource for finding high-performance, professional humor material (cartoons, graphic tools, etc).

2:30 PM - 3:45 PM OD/CAR: DEVELOPING AND IMPROVING YOUR PERSONAL BALANCED SCORECARD WORKSHOP

Room: Cotati

Developing and Improving Your Personal Balanced Scorecard

Paul Olk, University of Denver
Kathryn Aten, Naval Postgraduate School
Suzanne Tilleman, University of Montana
(Paul.Olk@du.edu)

Abstract: The performance of doctoral students and faculty is typically evaluated on simple metrics - e.g., publications, citation counts, students' evaluation of teaching (SETs). Yet, these metrics do not capture the range and depth of activities we are expected or want to do. Instead, they 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 balanced professional and personal lives, these metrics do not capture balance. This workshop addresses the need for a better approach towards evaluating personal performance. First time participants will work to create a personal balanced scorecard that reflects a broader range of personal and professional values - including character -- and permits tracking progress on each of these values over time. For those who attended last year, we will work on further developing their existing personal balanced scorecard.



2:30 PM - 3:45 PM EDU: SHAPING CHARACTER THROUGH INTERNSHIPS: MEANINGFUL EXPERIENCES START WITH FACULTY INTERVENTIONS WORKSHOP

Room: Santa Rosa

Shaping Character through Internships: Meaningful Experiences Start with Faculty Interventions

Melissa Mann, University of North Carolina at Pembroke

Regina Yanson, Francis Marion

Alysa Lambert, Indiana University Southeast

(melissa.mann@uncp.edu)

Abstract: Business schools are often criticized for inadequately preparing students for the challenges that they will soon face in the workplace. Likewise, business educators must seek new and innovative ways of helping students prepare for an ever-evolving workplace. Becoming “employment ready” in today’s job market means possessing skills sets beyond the technical competencies historically taught in core business classes. Traditional classroom approaches often neglect to account for character qualities employers are searching for such as cooperation, honesty, respect, kindness, adaptability, and perseverance. Business schools recognize the importance of providing internship opportunities and many are incorporating them into the curriculum. However, not all internship programs provide the same opportunities for personal growth and career development. Additionally, many students do not understand the importance of completing an internship. This workshop will focus on the important role faculty play in guiding students towards opportunities most appropriate and meaningful for their future success.

2:15 PM - 2:30 PM BREAK

Room: Ballroom Foyer

4:00 PM - 5:30 PM OPENING SESSION AND FIRESIDE CHAT WITH JMI SCHOLAR, BARRY M. STAW, HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA BERKELEY

Room: Cotati/Bodega

5:30 PM - 5:45 PM BREAK

Room: Ballroom Foyer

5:45 PM - 7:30 PM OPENING RECEPTION

Room: Salons 1 - 4

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 8, 2019

SCHEDULE OVERVIEW

7:00 AM - 5:00 PM	REGISTRATION <i>Room: Ballroom Foyer</i>
7:00 AM - 8:00 AM	NEWCOMER'S BREAKFAST <i>Room: Ballroom Foyer</i>
8:00 AM - 9:15 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
9:15 AM - 9:30 AM	BREAK <i>Room: Ballroom Foyer</i> <i>Sponsored by San Francisco State University</i>
9:30 AM - 10:45 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
10:45 AM - 11:00AM	BREAK <i>Room: Ballroom Foyer</i>
11:00 AM - 12:15 PM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
12:30 PM - 2:00 PM	PRESIDENTIAL LUNCHEON <i>Room: Salon 3 & 4</i> <i>Sponsored by CU Denver Business School and the Kansas State University Military Affairs (Dr. Arthur S. DeGroat)</i>
2:30 PM - 3:45 PM	ASCENDANT SCHOLARS <i>Room: Salon 3 & 4</i> <i>Sponsored by the Seattle University Albers School of Business and Economics</i>
2:30 PM - 3:45 PM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
3:45 PM - 4:00 PM	BREAK <i>Room: Ballroom Foyer</i>
4:00 PM - 5:30 PM	BLUE CHIP EDITOR'S PANEL <i>Room: Cotati/Bodega</i>
6:00 PM - 8:00 PM	WINE APPRECIATION EVENT <i>On-site at: Sonoma State University</i>
8:00 PM ONWARDS	LAST SESSION <i>Room: Salon 1 & 2</i>



7:00 AM - 8:00 AM NEWCOMER'S BREAKFAST

Room: Ballroom Foyer

New people

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 OMT: SUSTAINABILITY AND SENSEMAKING

Room: Sonoma

Chair: Laura Black, Montana State University

Fire or Sell? Cross-generational Sustainability and Choice Between Layoff and Asset Reduction

Donghoon Shin, University of Wisconsin Whitewater
(shind@uww.edu)

Abstract: Previous studies have suggested that family firms are less likely to engage in either layoffs or asset reduction to preserve socioemotional wealth. However, when family firms face a threat to cross-generational sustainability, they may choose one option over the other. This paper examines how family firms respond to external pressures by delving into their choice between layoffs and asset reduction when facing a threat to cross-generational sustainability. This paper further examines the impact of deeper family involvement on family firm's strategic choices.

Left-of-Boom Sensemaking: Five Microstudies in the Anatomy of Sensemaking Episodes

J. Douglas Orton, Center for Trauma Studies and Resilience Leadership
Kari O'Grady, Center for Trauma Studies and Resilience Leadership
(jamesdouglassorton@gmail.com)

Abstract: Five mixed-methodology micro-studies - juxtaposing on-the-ground fieldwork with a qualitative meta-analysis - illuminate five research questions posed by international experts on sensemaking (in five distinct arenas), yielding the following findings: (1) from cognition to deep received cosmologies, (2) from complexity to enacted extreme environments (fires), (3) from processes to strategic preoccupation with failure (wrecks), (4) from enactment to bracketed triggering events (capsizings), and (5) from levels of analysis to deference-to-expertise leadership (crashes).

Duality of Sociomaterial Assemblage in Architectural-Design Orientated Collaborative Work Spaces

Ricarda Bouncken, University of Bayreuth

Muhammad Mahmood Aslam, University of Bayreuth

(bouncken@uni-bayreuth.de)

Abstract: Shared workspaces such as incubators, accelerator, and coworking-spaces are expanding globally. The existing studies emphasize the importance of interaction, socialization, collaboration, and community building in shared office spaces either ignore or undermine the role of materiality inside the shared workspaces. This inductive research based on multiple case studies analyze sociomaterial environment of coworking-spaces. The findings of this study suggest that the sociomaterial assemblage in coworking-spaces provides broad autonomous access to facilities, promotes internal and external linkages, and encourages functional uniformity and diversity. However, there exist an inherent dualism in sociomaterial assemblage in shared office spaces, which can lead to instrumental and detrimental outcomes for the users. Our study based on sociomaterial perspective explains how to achieve a fit in duality of sociomaterial assemblage in collaborative workspaces.



8:00 AM - 9:15 AM

ENT: ENTREPRENEURSHIP AND ACTION

Room: Santa Rosa

Chair: Scott Bryant, Montana State University

Sensegiving for moral authenticity at New Clairvaux Vineyard

Dan Parrish Csc, University of Portland

Jim Downing, California State University Chico

(parrishd@up.edu)

Abstract: Authenticity serves as a formidable tool for entrepreneurs seeking entry into **crowded markets, especially in craft industries. While the literature provides evidence for authenticity motivating consumers, it does not offer an understanding of mechanisms that create a** sense of authenticity in entrepreneurial ventures. We report on a qualitative study of the creation of a new vineyard in the crowded California wine market. The founders of New Clairvaux Vineyard engaged in storytelling to illustrate their espoused values and create an organizational identity. As patrons of the vineyard interacted with New Clairvaux stakeholders (e.g. Trappist Monks) they compared the values in action they witnessed with the vineyard's espoused values, which led to a perceived sense of moral authenticity. The moral authenticity led, in turn, to a heightened perception of quality in New Clairvaux's wines.

Entrepreneurial and Antipreneurial Self-Talk: Toward a Phenomenology of Entrepreneurial Behavior During Emergencies

Rohny Saylor, Washington State University

Duncan Pelly, Assistant Professor of Entrepreneurship

(r.saylor@wsu.edu)

Abstract: We introduce the concept of the antipreneur. **Antipreneurship is the opposite of entrepreneurship; in other words, it represents behavior that is against change and innovates to support the status quo. We explore how an antipreneur can become an entrepreneur. To explore the process of** antipreneurs shifting to entrepreneurs this work is written as a layered account ethnography of homeless veterans turned entrepreneurs to illustrate how brutality is a consequence of situational and biographical factors that leads to an antipreneurial self-talk of domination and despair. However, following rejection of the antipreneurial and brutality accepting new self-talk, usually facilitated by an emergency, an entrepreneurial new **self-talk can be crafted that confronts antipreneurial behavior and its accompanying institutional logics. Through the interweaving vignettes of interview data and theory** development this ethnography illustrates the process by which veterans break the chains of the status quo to become entrepreneurs by recounting new self-talk.

Designing a Pivot: How Blue Ribbon Restored Its Narratives to Become Nike Using Entrepreneurial Storytelling

Rohny Saylor, Washington State University

(r.saylor@wsu.edu)

Abstract: Pivoting is the process by which a venture changes its received narratives. Both bricolage and effectuation explain why firms pivot, yet neither explains how to design a pivot. To enable pivot design, we use entrepreneurial storytelling theory (EST), which says entrepreneurship is storytelling and distinguishes between 1) Narrative, any structured telling with a beginning, middle, and end; 2) Story, narratives that use poetic symbolism to evoke an emotional response; and 3) Storytelling, the process of telling a story. Using EST, we describe restorying, a process that iterates between narrative, story, and antenarrative to change a venture's narrative.



8:00 AM - 9:15 AM

ENT: GENDER, FAMILY FIRMS AND ENTREPRENEURSHIP

Room: Cotati/Bodega

Chair: Dejun Tony Kong, University of Houston

Empowerment Through Entrepreneurship: Women Entrepreneur Journeys From Poverty To Sustained Livelihood

Smita Trivedi, SFSU

Antoaneta Petkova, SFSU

(apetkova@sfsu.edu)

Abstract: This paper examines the role of entrepreneurship for women living under extreme poverty and oppressive socio-cultural norms. In a study of Indian women entrepreneurs from five categories of businesses, we observe that entrepreneurship exerts deeply transformational effects on their personal and professional lives. The learning and experience gained through entrepreneurship enable women to realize their own power and to gain new decision-making authority. Further, by working around socio-cultural and institutional constraints to gain acceptance and recognition of their economic and social contributions, women entrepreneurs gradually redefine the norms and values of their families and communities. Finally, the learning and personal growth they experience as a part of entrepreneurship lead to expansion of their time horizons from day-to-day subsistence concerns to long-term visions for the futures of their family and children.

Integrative Embedding in the Development of Markets for Underserved Communities: Clean Energy Provision to Off-Grid Publics

Sanjay Jain, California State University - Northridge

(sanjay.jain@csun.edu)

Abstract: In this paper, we conceptualize markets for underserved communities as being constituted by local institutions that are typically opaque to outsiders and reflect conditions of extreme resource scarcity. Using data on the activities that four social ventures undertook to develop markets for their clean energy solutions across three different countries, we highlight how these actors engaged in integrative embedding - i.e., weaving their goods as well as the activities related to their production and purchase -- into the space afforded by the extant institutional fabric of these communities. In doing so, these ventures demonstrated pragmatic agency - i.e., they crafted innovative responses within the significant constraints imposed by the local institutions. These findings highlight the significance of understanding and articulating local context in developing these markets. In doing so, it makes contributions to the sociology of markets, institutional theory and social entrepreneurship literatures.

Family Unity and Internal Social Practices in Family Firms: Does It Matter?

Clay Dibrell, University of Mississippi

Chelsea Sherlock, University of Mississippi

Jordan Gamble, Dublin City University

(cdibrell@bus.olemiss.edu)

Abstract: In this paper, we consider the effects family unity and internal social practices (i.e., diversity and employee relations) have on financial performance in family firms. We argue that family firms, given their inclination towards long-term orientation, engage in socially responsible practices to protect the family, even though there is financial uncertainty associated with such actions. Additionally, the noneconomic goals of preserving the family unity and values, while safeguarding the long-term interests of all stakeholders, should serve as a source of sustainable firm performance. The findings indicate that family firms with a strong sense of commitment towards their family unity, who also incorporate socially responsible internal practices, benefit from greater financial performance than family firms with a low sense of commitment to their family unity combined with low levels of internal socially responsible practices.



8:00 AM - 9:15 AM OB/HRM: CHARACTER I

Room: Salon 1 (Table 1)

Chair: Robert Randolph, University of Nevada Las Vegas

Character in Context: A Proposed Framework

Jeremy Meuser, University of Mississippi

Caleb Lugar, The University of Mississippi

(jmeuser@bus.olemiss.edu)

Abstract: Character in the sense of quality of person, has been a topic of scholarly interest since the dawn of (recorded) human civilization. Preeminent scholars and authors, such as Homer, Plato, Aristotle, Hebrew and early Christians, Augustine, Aquinas, Hume, Kant, Nietzsche, Benjamin Franklin, Jane Austin, and Alasdair MacIntyre, have deeply considered the concepts of character and virtue. Recently, management scholars have begun to build on the work of these and other giants investigating character and virtue at work. Yet, the concepts of character and virtue, along with the related concepts of ethics/morals, values, and personality are not yet clearly distinguished in a holistic coherent way in the organizational literature. This developmental paper employs philosophy and the knowledge and affective personality architecture (Cervone, 2004) from personality psychology to close this lacuna.

Character Counts: Employee Participation in Performance Appraisals

Shaun Pichler, California State University, Fullerton

Shana Tables, California State University, Fullerton

Gerard Beenen, California State University, Fullerton

(spichler@fullerton.edu)

Abstract: Research shows employees are often dissatisfied with the appraisal process, which reduces their subsequent performance. Part of the problem here is that managers often do not allow much employee participation during the review. We argue that character counts: That the extent to which managers allow employees to participate in their review is a reflection of character, and an important predictor of appraisal reactions. Using meta-analysis, Cawley, Keeping, & Levy (1998) found that the strength of the relationship between appraisal participation and appraisal reactions depended on the type of participation. They noted that these differential relationships were tentative given the relatively small number of studies in their review, and should be re-tested meta-analytically in the future. The purpose of the present research proposal, therefore, is to provide an updated meta-analysis by 1) re-estimating meta-analytic correlations with more than double the number of samples and, perhaps more importantly, 2) testing for moderators.

Language Character in Shareholder Communications: Agency or Stewardship Relationship?

Joseph Peyrefitte, University of Southern Mississippi

Amy Sevier, University of Southern Mississippi

Russell Willis, University of Southern Mississippi

(joseph.peyrefitte@usm.edu)

Abstract: Recently, a growing body of research has begun to investigate the use of language and rhetorical practices in communications between firms and their stakeholders. This research proposal adds to these efforts by assessing the character of language used to address shareholders. We intend to determine if language use in shareholder communications is consistent with a shareholder value principle (Shin & You, 2017) and the precepts of agency theory (Fama & Jensen, 1983), or stewardship theory's (Davis, Schoorman, & Donaldson, 1997) focus on the satisfaction of competing shareholder and stakeholder objectives. The results of this research will shed further light on whether or not firms engage in "false signaling," that is use language patterns that are either contradictory or largely symbolic with respect to shareholder-manager power relationships (cf. Bednar, 2012; Loughran, McDonald, & Yun, 2009), or indeed illustrative of the power relationships between investors and managers.



8:00 AM - 9:15 AM

LDR: CHARACTER II

Room: Salon 1 (Table 2)

Chair: Piers Steel, University of Calgary

New Leadership Ethics: Shifting to a Developmental View of Character

Hannah Jones, Hannah Elise Jones

(hannahelisejones@gmail.com)

Abstract: Commonly we look to measures of character, the mental and moral qualities of an individual, to determine if they will make an effective leader. As our social ideas about fairness and justice change and become increasingly complex a static notion of character will not be sufficient to determine effective, let alone transformational, leadership. Character in the context of the organizational sciences should be viewed as the degree to which individuals have developed their capacity to respond to complex situations with a high ethical standard. If we were to place a greater emphasis on the developmental nature of character and leadership, we would be able to identify and develop a generation of high-character leaders with an increased ethical range and understanding. Adult vertical development theory provides a clear view of this developmental definition of character and its potential impacts for organizations and society.

The Relationship of Leader Character to Ethical Decision Making, Behavior and Academic Performance

Gerard Seijts, Western University

Hayden Woodley, University of Prince Edward Island

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Abstract: We investigate the relationship between leader character and ethical decision making, behavior and academic performance using MBA students as participants. Preliminary analyses show that leader character correlated positively with ethical decision making and citizenship behaviors; and negatively with counterproductive behaviors. No significant correlation was obtained between leader character and GPA.

The Spirit of Character and the Character of Spirit in the 21st Century Workplace: A Case Analysis

Uday Shinde, Governors State University

Jayant Athavale, Maharshi Adhyatma Vishwavidyalay

Jay Shinde, Eastern Illinois University

(ushinde@govst.edu)

Abstract: This paper traces the roots of the concept of character, which is often equated with virtue and moral excellence (Chun, 2005), to the construct of spirituality as understood by various faith traditions as well as the works of philosophers of both the East and the West. After exploring the extant literature (classical and contemporary), the authors suggest linkages between spirituality, character building, and organizational outcomes such as those of resilience, creativity and commitment. An apriori framework is then proposed, which will be tested through the case analysis of the SSRF (Spiritual Science Research Foundation), a non for profit organization that has a popular presence on the internet.



8:00 AM - 9:15 AM OB/HRM: INTRA-ORGANIZATIONAL DYNAMICS

Room: Salon 2 (Table 1)

Chair: Suzanne Zivnuska, California State University, Chico

Towards Inclusive and Effective Organizational Change: The Promise of Deliberative Mini-Publics

Simon Pek, University of Victoria

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Abstract: In this conceptual paper, I investigate how deliberative mini-publics can help improve the practice of organizational change and workplace democracy. Deliberative mini-publics are a promising form of democratic innovations that center on **representativeness and deliberation**. While their use and potential has been investigated extensively in the field of political science, they remain mostly unexplored in management research. Drawing on domain of strategy as an example, I investigate how deliberative mini-publics can help achieve desired ends including inclusion, creativity, and **d** commitment while avoiding common trade-offs such as lack of efficiency.

Disengaging from the Norms of Organizational Life: The Path to Freelancer Effectiveness

Carol Flinchbaugh, New Mexico State University

James Guthrie, University of Kansas

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Abstract: The nature of work has steadily been changing over the last 30 years as a growing percentage of the workforce is employed in contracting, gig-based roles (Spreitzer, Cameron, & Garrett, 2017). With changes in technology, increasing numbers of contractors, also known as freelancers, at varying skill levels are operating in virtual contracting roles, distally removed from the organization. As the value and ease of entering into freelancing grow, a need to understand what facilitates freelancer effectiveness, above and beyond what we know about more traditional contractors, is warranted along with a better understanding of how the contracting agency can contribute to this success. Thus, the authors examine a year of data from an online social networking forum specific to freelancers, to identify and understand the management practices at contracting agencies influencing freelancer success.

8:00 AM - 9:15 AM BPS: FIRM LEVEL: GOALS, MARKETS AND NETWORKS

Room: Salon 2 (Table 2)

Chair: Richard Stackman, University of San Francisco

A Demand-side Perspective on the Logic of Economic Selection

Lalit Manral, University of Central Oklahoma

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Abstract: Our paper contributes towards a general theory of economic selection. Our 'demand-side' framework, which explains how the probability of firms' industry exit at any time along the industry's evolutionary path is jointly influenced by the dynamic demand-side firm competence and the dynamic demand-side structural characteristics, complements the extant 'supply-side' logic of economic selection featured in the strategy literature. We empirically examine the relationship between firms' intra-industry exit and industry exit in the context of a growing industry that is geographically fragmented: (a) what, if any, is the relationship between firms' intra-industry exit and industry exit? (b) Do geographically diversified firms exit some sub-markets before exiting the industry? (c) Does a firm's intra-industry exit influence its eventual exit from the industry? In a panel data setting we show how firms' exit is not a single event but one that plays out as they contract or even expand.



The Conflicting Goals of Status: Does Status Preservation Win over Reaping Benefits?

Karen Nicholas, Boise State University
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Abstract: A recent review by Piazza and Castellucci (2014) identified the need for increasing our understanding of firm objectives regarding status. Research has emphasized how status accumulation benefits organizations; however, the management field has been relatively quiet on how organizations seek to preserve a high status level. Indeed, while benefits can accrue to high-status organizations by associating with lower-status organizations, there is also a risk of loss of status. Thus, organizations may feel that they are faced with the conflicting goals of seeking the highest-status resources available in order to preserve their status or pursuing status benefits by obtaining lower-status resources at a cost reduction. The purpose of this paper is to examine whether high-status organizations' actions are more indicative of status preservation or a goal of gaining status rewards, with results indicating that organizations may be able to navigate between conflicting objectives.

A Study of the Critical Success, Failure, Influence, and Challenge Factors of the California Wine Industry

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Abstract: For this developmental paper we investigate the success, failure, influence and challenge factors of the California Wine Industry. These factors are considered determinants in the effort to build a sustainable and competitive advantage. We analyze published literature, apply desk and field research and present a framework that includes an analysis of the state of the industry, three focus groups' interviews and a survey. We will summarize and analyze data collected from a purposive-convenient sample, synthesize and discuss the results and make recommendation. Preliminary data collected from three focus groups' interviews produced a list of critical factors subdivided into four categories: 23 critical success factors, 27 failure factors, 28 influence factors and 22 challenge factors the industry players will be compelled to deal with to achieve and sustain competitive advantage. The results will contribute to the body of knowledge of management, strategy and business policy.

9:15 AM - 9:30 AM

Room: Ballroom Foyer

BREAK

Sponsored by San Francisco State University



9:30 AM - 10:45 AM

LDR: CHARACTER COUNTS I

Room: Sonoma

Chair: Arthur S. DeGroat, Kansas State University

The Deep Impact of True Leaders: An Investigation of the Relationship Among Honesty-Humility, Authentic Leadership and Employee Engagement

Simone Meskelis, University of Dallas

J.Lee Whittington, University of Dallas

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Abstract: Despite established awareness of the issue, the **level of employee engagement remains a critical problem for organizations around the world. Addressing employee** engagement requires a comprehensive approach that acknowledges individual and organizational factors as antecedents. This study examines the positive impact of personality traits (individual factors) and leadership style (an organizational factor), on employee engagement. This research extends the understanding of the role of individual differences beyond the established Big Five model. Specifically, this study investigates the impact of trait honesty-humility on employee engagement. In addition, we examine the moderating effects of authentic leadership on the relationship between honesty-humility and engagement. The results of this field study show that honesty-humility impacts employee engagement and that authentic leadership functions as a substitute for honesty-humility.

Ethics and the Opportunity to Lead: A Platonic Perspective

Stelios Zyglidopoulos, Kedge Business School

Paul Hirsch, Northwestern University

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Abstract: The question whether ethical **individuals have a** disadvantage in competing for leadership positions is an important question that has been rarely discussed in the relevant literature. In this paper, we discuss this topic drawing on Plato's middle dialogues and particularly on the Republic where he addresses the difficulties that he predicts philosophers would face in competing to become rulers. By drawing and expanding on Socratic intellectualism, Plato discusses why philosophers would be good rulers and the difficulties that philosophers would have in becoming rulers in a non-ideal city-state. His arguments have significant implications for our non-ideal world of contemporary organizations. We identify these implications and conclude with discussing their meaning for the leadership literature.

Building Joint Cognition for Joint Action: Exploring the Promise of Problem-Driven **Transdisciplinary Research**

Laura Black, Montana State University

Nici Zimmermann, University College London

Donald Greer, Greer Black Company

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Abstract: Transdisciplinary research efforts are seen as powerful ways to address complex problems because they integrate multiple ways of seeing and analyzing the world. Challenges lie in collaborating with people who understand different domains, use different vocabularies and tools, and perhaps hold different values and different philosophies of knowing. To facilitate addressing challenges insurmountable within a single discipline, we need a richer explanation of how various expertise can combine to yield transdisciplinary successes and actionable solutions. This paper draws on Blumer's notion of joint action, Mead's theories of socially constructing meaning, and the construct of boundary objects to describe a process theory of collaborating in transdisciplinary research and introduces the concept of joint cognition, meanings sufficiently shared to enable joint action. We offer criteria for identifying methods consistent with the theory and elaborate on one method, participatory modeling with causal mapping, for constructing joint cognition for joint action.



9:30 AM - 10:45 AM **LDR: CHARACTER COUNTS II**

Room: Santa Rosa

Chair: Ian Dunham, San Francisco State University

Our Better Angels: How Implicit Assumptions of Followership Shape the Mentoring Behavior of Top Executives

Jeffrey Yip, Claremont Graduate University

Dayna Walker, San Francisco State University

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Abstract: How is mentoring influenced by a mentor's assumptions of human nature? From a social cognitive perspective, this study examines the influence of an executive's implicit assumptions of followership on their mentoring behavior. Integrating separate literatures on theory X/Y and psychological engagement, the study examines the role of relational engagement as a psychological mechanism that explains the relationship between a leader's implicit beliefs about followers and mentoring behavior. Multisource data collected from a diverse sample of senior executives of large organizations (N=331) and their direct reports (N=1517) provide evidence of significant relationships between how leaders think, feel, and behave as mentors to their followers. The implications of these findings for human resource management, mentoring, and leadership development are discussed.

Action and Structure: Using Attribute Alignment to Understand Proactivity and Conscientiousness in Teams

Kyle Emich, University of Delaware

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Abstract: We propose an attribute alignment framework to explore how teams enact purposeful action to achieve goals. This suggests that when a team has members who are both proactive and conscientious the team tends to perform better than when it has some members who are proactive, others who are conscientious, but no one who is both. This differs from existing approaches to understanding the role of member attributes in teams because it assumes the need for two personal attributes to co-occur in individuals rather than simply be present somewhere within the team. We test this hypothesis in a controlled laboratory simulation and a sample of MBA consulting teams. Our results highlight both the importance of action and structure coming together in individual team members, and the broad potential of using an attribute alignment approach to understand the role of complex individual members in team processes and outcomes.

The Role of Social Worldviews and Self-Control in Moral Disengagement

Valerie Alexandra, San Diego State University

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Abstract: Drawing from social cognitive theory and research on social worldviews and self-control, this study examines the relationships between five universally endorsed social worldviews and moral disengagement, and the role of self-control trait as a moderator in these relationships. Using data collected from 204 business professionals, this study found that social cynicism and fate control worldviews were positively related to moral disengagement, while social complexity and reward for application worldviews were negatively related to moral disengagement. Furthermore, the effects of social cynicism, fate control, and social complexity worldviews on moral disengagement were stronger for individuals lower on self-control trait and not significant for individuals higher on self-control trait. Implications for research and practice are discussed.



9:30 AM - 10:45 AM **BPS: STRATEGY AND SENSEMAKING**

Room: Cotati/Bodega

Chair: Duane Helleloid, University Of North Dakota

Strategic groups maps: Review, synthesis, and guidelines

Ofer Meilich, California State University, San Marcos

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Abstract: A strategic groups map is a visualization tool for capturing the essence of the competitive landscape in an industry - issues such as extent of competition between and among strategic groups, mobility barriers, available niches, positioning, and industry dynamics. This paper extends Porter's (1980:152-5) original prescriptions, leverages the research on strategic groups in the almost 40 years since Porter's contribution, and synthesizes practitioners' uncoded practices. It provides a structured process for constructing and interpreting a strategic groups map. The process consists of five steps: (1) defining the industry, (2) identifying strategic characteristics that distinguish between groups, (3) clustering firms into groups, (4) selecting the two main dimensions of the map, and drawing the map, and (5) interpreting the map. Several examples of strategic groups maps illustrate this. Ways to interpret the maps are discussed, followed by limitations and conclusion.

Narrative Structuration

Hans Hansen, Texas Tech University

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Abstract: This paper presents a theory of narrative structuration that emerged from an intensive six-year ethnography of the US's first permanent death penalty defense team. Narrative structuration provides a lens to inquire into processes by which people are guided by discursive structures that pressure actors to conform to routinized practices, and a way to manage to create and enact new narrative structures that result in new social realities, even in the face of highly institutionalized structures. Along with a model of narrative structuration, I illustrate the processes of reproductive and abductive action loops. The data also revealed a concept called 'narrative imposition.' Applying narrative structuration helped stop over seventy executions and has forever changed the way the death penalty is practiced in Texas. Narrative structuration offers anyone a way to reduce inequities maintained by powerful controlling structures.

Reconceptualizing Multilevel Leader-Follower Shared Outcomes

Gergana Todorova, California State University, Fullerton

Gerard Beenen, California State University, Fullerton

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Abstract: While research on leadership has advanced to acknowledge the joint efforts of leaders and followers, advancements in conceptualizing the outcomes of such joint efforts have stagnated. Traditional outcomes have focused either on the leader or on the follower and continue to emphasize showing up (absenteeism), productivity (quantitative performance), quality (adaptive performance), and well-being (satisfaction). We develop and propose a novel conceptualization of shared leader-follower outcomes that we term leader-follower presence, synergy, professionalism and chemistry. Each one corresponds to, yet goes beyond, each traditional outcome. We elaborate on how shared leader-follower presence, synergy, professionalism and chemistry emerge in thriving teams as a consequence of leader-follower dynamics, and we discuss their multilevel aspects as well as their distinguishing features relative to mainstream leadership theories including leader-member exchange, shared leadership and transformational leadership. Throughout the paper, we develop propositions to guide future empirical research on leader-follower presence, synergy, professionalism and chemistry.



9:30 AM - 10:45 AM **OB/HRM: TEAM MEMBERSHIP**

Room: Salon 1 (Table 1)

Chair: Kristi Tyran, Western Washington University

Attention-based Model of Multiple Team Membership

Heejin Kim, University of California, Irvine

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Abstract: Many knowledge workers are members of multiple teams (i.e., multiple team membership; MTM). One of the challenges posed by MTM, however, is the division of one's attention across multiple teams. Previous studies have shown the influence of such cognitive burden from divided attention due to MTM on various work outcomes including stress and performance. Less investigated is how people allocate their attention across multiple teams in the first place. In this proposal, I conduct a short review of the extant literature to identify gaps and briefly lay out the plans for the research. Drawing from attention literature from both micro (e.g., cognitive psychology) and macro (e.g., attention-based view of firms; Ocasio, 1997) levels, the goal of this research is to develop an attention-based model that explains how members' attention is allocated in MTM and to further support the model with empirical data.

Achieving High Reliability in a Constrained Environment

Isaac Rhea, Utah State University

Scott Hammond, Jon M. Huntsman School of Business Utah State University

Jon Haws, Utah State University

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Abstract: This paper seeks to understand the effect of formal and informal constraints on the operations and success of Highly Reliable Teams. Constraints reduce the risks that are inherently present during missions, but formal constraints, such as policies and standard operating procedures, are limited by the ability of regulators and teams to anticipate problems. Culture, social norms, and other informal constraints are not subject to the same limitation, and develop over time to support the process of complex problem solving in emergency response situations.

Real Managers: An Update

Gretchen Vogelgesang Lester, San Jose State University

Tina Huesing, University of Auckland

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Abstract: This study examines managerial behaviors of working adults through an observational study of managers. It includes analyses of 131 managers and 11,297 observed behaviors. The findings highlight the distribution of managerial behaviors in 2016. The activity distribution may arise due to organizational structures, centralization of work practices, increased technology and automation, and decreasing layers of management. These structural changes have created a focus on the set of managerial skills comprised of controlling behaviors and customer service activities.



9:30 AM - 10:45 AM **LDR: LEADERSHIP I**

Room: Salon 1 (Table 2)

Chair: Russ Willis, University of Southern Mississippi

Unforgotten Part of the Leadership: Examining the Link between Followership and Team Learning Activities

Helen Han-Haas, Youngstown State University

Gang Peng, California State University Fullerton

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Abstract: It takes two to tango. As individuals, we are all taught to aspire to be great leaders, with little or no thought to the role of the follower. Just as Kellerman from Harvard argued, “better followers beget better leaders”, leaders cannot be great leaders without followers. Only very recently have researchers started to devote attention to the impact of followers. This study aims to study how followership prototype or anti-prototype (i.e., what kinds of followers leaders expect) affects team learning activities, which are comprised of team exploratory learning and team exploitative learning. In simple terms, exploratory learning means being innovative while exploitative learning means being efficient. Both types of learning are highly interrelated and crucial for team effectiveness. By investigating the relationships between the two sets of new and understudied variables, this study hopes to provide both significant practical and research implications.

Studying Cross-Cultural Leadership

Arran Caza, University of Manitoba

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Abstract: As organizations become increasingly global, effective cross-cultural leadership grows in importance. Previous research has yielded equivocal results, and often used sample that were too small and/or too limited to support strong conclusions. As well, little attention has been devoted to leaders acting across cultural difference. I would like to contribute to solving these problems. This research proposal summarizes the current state of the situation and invites participants to provide feedback on how to best to begin solving this problem in our field.

Investigating the Utility of the Leader Character Insight Assessment

Brenda Nguyen, University of Lethbridge

Amir Bahman Radnejad, School of Business and Management, State University of New York

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Abstract: In this study we examine the utility of the leader character construct to predict important organizational outcomes. Specifically, we are investigating the ability of the leader character construct to incrementally predict relevant outcomes (such as leader effectiveness, burnout, voice, and CWBs and OCBs) beyond mainstream leadership models including, transformational leadership, transactional leadership, and abusive supervision. We collected data from a military college in Canada using leader and follower data. The results of this study will greatly contribute to the scholarly pursuit of leader character as the utility of the leader character scale and its theoretical contributions within the leadership realm can be established so that the study of leader character can flourish among academics and practitioners.



9:30 AM - 10:45 AM **BPS: COMPETITIVE ADVANTAGE**

Room: Salon 2 (Table 1)

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

Incentivizing Consumers to Generate eWOM Recommendations to Drive Revenue

John Kim, Oakland University

Steve Stanton, Oakland University

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Abstract: Companies are incentivizing consumers to provide eWOM recommendations to increase their revenue. The research proposal investigates three different methods to incentivize consumers to determine which method generates the greatest numbers of eWOM recommendations, and the impact of the method on the company.

Conditions of Cooperation: When is Openness Normal Rather than Exceptional?

Paul Olk, University of Denver

Joel West, Keck Graduate Institute

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Abstract: The field of strategy is organized around the idea of competitive advantage as the source of superior performance. Even when firms choose to cooperate in a strategic alliance, this cooperation is clouded by the shadow of opportunism. At the same time, firms may choose to open valuable resources that might aid potential (or existing) competitors for a variety of reasons. In some cases, firms are open because the costs or risks are low. In other cases, firms intentionally are open because it creates shared value for multiple firms including their own; they may consciously weigh the tradeoffs between the risks and rewards of sharing or decide to ignore the risks because the rewards are so great. Here we examine the mirror question of the strategy literature: when is openness and other forms of cooperation normal rather than exceptional? We examine the preconditions and effects of openness at multiple levels of analysis..

Sources of Competitive Advantage of Universities: A Conceptual Model and Research Propositions

Shiva Nadavulakere, Saginaw Valley State University

Anushri Rawat, Eastern Michigan University

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Abstract: Strategy research has shed much light on strategic choices and competitive advantage of firms in a variety of industries, but very little in case of universities. Our paper asks the question: How does a university gain competitive advantage? In response, we articulate a list of sources of competitive advantage of universities integrating four theories of strategic management: Industrial organization, resource-based view, institutional theory, and cognitive perspective. We also develop a conceptual model of strategic choice and competitive advantage of universities and offer a few propositions.

Kindness as a Competitive Advantage

Vicki Whiting, Westminster College

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Abstract: Initial interviews with employees and managers, suggest that kindness, if adopted by executives and organization, have the power to turn dissatisfied employees into satisfied employees, unhappy employees into happy employees, employees who want to quit into fiercely loyal employees. Research indicates that happy employees who are committed to the organization's success are more productive and these employees create stronger bonds with customers, thus customer loyalty increases as well. This research supports what Aristotle taught over 2,000 years ago. Kindness does lead to greatness, greatness by bringing out the best in employees, greatness leading to organizational success, greatness that allows leaders to leave a legacy so that their influence is felt beyond their tenure at a company.



9:30 AM - 10:45 AM **ONE/SIM: SUSTAINABILITY**

Room: Salon 2 (Table 2)

Chair: Andrew Hinrichs, California State University, Stanislaus

Unexpected Outcomes: Corporate Social Responsibility and the Plastic Straw Ban

Lizabeth Barclay, Oakland University

Jaemin Kim, Oakland University

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Abstract: This paper examines the one-use plastic straw ban in the context of the Corporate Social Responsibility (CSR) and institutional change. We view the straw ban implemented by a leading and influential firm as a disruptive event in the field of coffee shop businesses. This ban is triggering changes in organizational issues, the boundary of fields, constituents, and institutional logics. While several organizations have adopted bans, we will focus on the actions of Starbucks given its commitment to CSR. Finally, this developmental paper concludes with ideas for theoretical contributions related to ethics and the environment.

Corporate Social Responsibility, Compensation Schemes, and Effort in the Workplace

Anne Carpenter, University of Nevada Reno

Garret Ridinger, University of Nevada, Reno

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Abstract: This paper studies the influence of different compensation schemes and corporate social responsibility (CSR) on employee effort. Additionally, we study whether compensation and CSR have differential impacts on effort by gender. In a laboratory experiment, individuals participate in a modified principal-agent game with real-effort production. Between-subject treatments vary whether agents are paid by piece-rate, individual tournament, or group tournament. To study how CSR influences effort we use a within-subject design where agents participate in real-effort production and real-effort production with part of the production donated to charity. Within-subject treatments are also conducted in reverse to control for order effects. The results from this study aim to add to our understanding of how employee effort is influenced by both individual and other-oriented incentives and if there is a differential impact by gender.

Does “Business as a Force for Good” Really Mean What We Think It Ought to Mean?

Lori Peterson, Missouri State University

Jeffrey English, Saint Xavier University

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Abstract: Fair Trade, organic, and sustainable are just a few strategic alternatives commonly promoted by businesses, but are organizations really doing what we think they are doing based on “green” terms? This is a multi-part study. First, a student sample will rate the “green-ness” of a selection of Certified Benefit Corporations (CBCs) awarded a “Best for the World 2018” designation by B Labs. The second study will examine websites and Twitter posts of the highest rated “Best for the World” CBCs. The third study will explore instances where these firms are not doing what is “Best for the World”. We expect that there will be some firms that are doing super amazing things for the world and other firms that are doing less good. In an environment of political turmoil and near constant media spin, should we be skeptical of firms that have been designated as “Best for the World”?

10:45 AM - 11:00AM **BREAK**

Room: Ballroom Foyer



11:00 AM - 12:15 PM

ONE/SIM: SOCIAL ISSUES IN MANAGEMENT

Room: Sonoma

Chair: Paul Olk, University of Denver

Family Psychological Capital & Social Responsibility in the Hospitality and Tourism Industry: The Role of Family Influence

Robert Randolph, University of Nevada Las Vegas

Esra Memili, University of North Carolina Greensboro

Burcu Koç, Pamukkale University

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Abstract: Corporate social responsibility (CSR) remains a significant topic of increasing importance to the strategy and competitive success of firms in the hospitality and tourism (HT) sector. The contemporary role of CSR continues to shift from a strategic tactic to a core component of organizational identity and strategic posturing. While studies addressing family firms' CSR activities have recognized the positive role of family influence, how these dynamics impact firms already facing strong institutional pressures present in the HT sector remain hitherto unexplored. The present research argues that the family firm's psychological capital is a primary factor facilitating long-term sustainability behaviors. Our findings have implications for both the continued study of CSR in the HT sector as well as provide foundational evidence of the strategic family involvement in HT firms and their response to institutional pressures towards sustainability and CSR activities.

Financial Exclusion as a form of Economic Inequality: Do Neighborhood Level Demographics Predict the Presence of Banking Deserts?

Ian Dunham, San Francisco State University

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Abstract: The potential absence of mainstream financial services, coupled with an accompanying proliferation of alternative financial services such as payday lenders, in low-to moderate-income urban neighborhoods has given rise to concerns about how the neighborhood makeup of brick-and-mortar financial services contributes to financial exclusion. This study uses geographic information systems and spatial binary logistic regression analysis to test the hypothesis that sociodemographic characteristics and mortgage lending variables have a predictive relationship on the presence of banking deserts—census tracts where payday lending outlets are more prevalent than banks. Findings reveal that banking deserts are predicted by a number of economic and race variables, raising concern about the relationship between financial exclusion and economic inequality. This study contributes to the ongoing debate over the emergence of a two-tiered or dual financial service delivery system, whereby financial products and services are bifurcated based on socioeconomic status and geography.

Changing Characteristics of Anthropomorphized Corporations during Corporate Crises

Nobuyuki Chikudate, Hiroshima University

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Abstract: In this study, the author investigated how corporations that conducted wrongdoings managed the critical situations by changing their characteristics. He particularly focused on Toyota's recall crisis in 2010. Toyota was accused because of irresponsible responses to growing public criticism in the U.S. However, Akio Toyoda, the president of Toyota, changed the characteristics of "anthropomorphized" Toyota in order to defend and repair its damaged image. The author analyzed the intricate, complex, and "incidental" aspects of Toyota's recall crisis by utilizing the historical pieces of evidence in chronological arrangements and the narratives/memoirs of focal actors including who experienced the crisis and confessed their versions of constructing realities after the crisis. Some of these were only spoken in Japanese.



11:00 AM - 12:15 PM

ONE/SIM: SOCIAL AND ENVIRONMENTAL ISSUES

Room: Santa Rosa

Chair: Arran Caza, University of Manitoba

Seeking New Terroir: How Managers' Proactiveness Entrepreneurial Orientation and Attitude Relate to Environmental Practice Adoption in SMEs

Beverly Tyler, North Carolina State University

Brooke Lahneman, Montana State University

Daniele Cerrato, Università Cattolica del Sacro Cuore

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Abstract: Although SME research has considered how managers' attitude toward environmental issues positively affects firm adoption of those practices, it has not considered how managers' level of the proactiveness, a dimension of entrepreneurial orientation, is related to SMEs' adoption of environmental practices. To address these gaps in the literature we hypothesize the higher SME managers are in proactiveness the more likely they are to focus their attention on opportunities related to sustainability and adopt environmental practices. We also propose increases in managers' attitude toward environmental issues will negatively moderate the relationship between proactiveness and adoption of environmental practices. We test and find support for our hypotheses with survey data collected in the wine industries across four countries: the US, Italy, France, and Denmark. This study extends research on entrepreneurial orientation and contributes to a richer understanding of environmental practice adoption in SMEs.

Governance Reform and the Attenuation of Diversity Within Upper Echelons

Marta Geletkanycz, Boston College

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Abstract: Research shows that the appointment of women, racial and ethnic minorities to boards and top management teams is beneficial to organizations along numerous dimensions, including firm performance. Yet in recent years, progress with respect to diversity's advance within upper echelons has slowed, if not regressed, across many national contexts. This conceptual study outlines an original explanation for this divergence. Building on social movement theory, it argues the contemporary governance reform movement has played an important role. While the governance reform movement was not intended to countervail diversity's advance, spillover effects have nonetheless undermined many of the foundations critical to the advance of demographic minorities within executive and board ranks. The study explicates the mechanisms linking governance reform and diversity's slowed progress within upper echelons, as well as factors likely to mitigate the reform movement's unintended attenuation of minorities' advance.

Congruence Matters: Volunteer Motivation, Value Internalization and Retention

ByeongJo Kim, Carnegie Mellon University

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Abstract: Volunteer retention research suggests that both altruistic and non-altruistic volunteer motivations are likely to be positively related to retention. We challenge the assumption that this is true for all volunteer work. Drawing on congruity theory of attitude change, we argue that volunteer motivation can lead to high (or low) retention when the volunteer experience is perceived as congruent (or incongruent) with their motivation. Specifically, altruistic motivation can lead to a low retention during a non-altruistic event, while non-altruistic motivation can increase the retention. We also argue that the internalization of the value of volunteering can influence retention over and above the effect of motivation. Using volunteer data from a mega sports event, our findings demonstrate a negative effect of altruistic motivation on retention in a non-altruistic event. The effect of value internalization on attendance is also significant. We discuss both theoretical and practical implications of the criticality of motivation-experience congruence.



11:00 AM - 12:15 AM EDU: YOUR IDEA WORTH SPREADING. HOW TO PREPARE AND DELIVER A SUCCESSFUL TEDx TALK FOCUS WORKSHOP

Room: Cotati/Bodega

Chair: Bret L. Simmons, University of Nevada, Reno

Your Idea Worth Spreading. How to Prepare and Deliver a Successful TEDx Talk Focus

Bret L. Simmons, University of Nevada, Reno

Greg Mosier, University of Nevada, Reno

Thomas A. Wright, Fordham University

Gina Dokko, University of California, Davis

Bill Eckstrom, EcSell-Institute

(simmons@unr.edu)

Abstract: Workshop Focus: Recorded public speaking; translating and widely disseminating research into practice. Intended Target Audience: All Academy Successful TED speakers like Adam Grant and Amy Edmonson got their start doing TEDx talks. TED also occasionally posts TEDx talks on TED.com; for example, a TEDxUniversityofNevada 2018 talk on civility by Christine Porath is now on TED.com. There is a TEDx event in your region and possibly even your city or on your campus that might welcome an “idea worth spreading” talk based on your research. This workshop will help you understand the difference between TEDx and TED events, how the 18-minute maximum TEDx talk differs from most other public speaking members of WAM have done, how to select a good TEDx event, how to prepare and deliver a short TEDx format talk, and how to increase views of your talk once it is posted online.

11:00 AM - 12:15 PM OB/HRM: HEALTH

Room: Salon 1 (Table 1)

Chair: Chet Barney, University of South Dakota

Civility Climate and Aggression Experiences in Nurses

Ashley Nixon, Willamette University

Robert Walker, Willamette University

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Abstract: Workplace aggression is a prominent stressor, leading to a range of strain outcomes for employees. Our understanding of this frequent and intense stressor is limited by a) muddled assessments and b) a frequent research focus that ignore the environment in which acts of aggression occur. The purpose of this study is to clarify the role of nuances of workplace aggression, including intensity, intention attributions, frequency, perpetrator power, and visibility of aggressive acts. We will also assess the impact of the climate for civility in the workplace, which may reduce aggressive experiences, but could exacerbate the negative impact of those that occur. This research will be conducted with nurses, a population that experiences high rates of workplace aggression.



Toward a Model of Nurse Empathy

Mercedes McBride-Walker, Case Western Reserve University

Anthony Jack, Case Western Reserve University

Nathanael Schreiner, Case Western Reserve University

(sxm903@case.edu)

Abstract: Empathy has long been discussed as a core value for nurses. There is also evidence it is clinically valuable, and yet the development of empathy plays little to no role in nursing curricula or accreditation. Evidence suggests this pedagogical deficit can be detrimental, as studies show empathy decline in nursing students. There is consensus in the literature that empathy has not been well-defined, contributing to the mismatch. In order to help close the gap, this paper provides a model of empathy based on the latest research in neuroscience and psychology. The core features of empathy identified using this model are related to the development of nurse pedagogy, literature on the role of empathy in nursing, and examples of the role of empathy in clinical interactions. Our goals are to foster efforts to develop effective empathy in nurses and highlight the need for nursing pedagogy to explicitly address this core competency.

Extrinsic vs. Intrinsic Cues in Healthcare Adoption: The Moderating Role of Social Media

Yikuan Lee, San Francisco State University

Foo Nin Ho, San Francisco State University

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Abstract: With the popularity of social media, hospitals in the US have shifted away from traditional physician-centered care provider model to a much interactive value-based healthcare service. In this endeavor, many hospitals have used social media to engage their patients. Consumers often rely on intrinsic (i.e., physical characteristics) and extrinsic (i.e., attributes that are not part of the physical product) cues to assist their evaluation. The use of cues as a means for product inference becomes more salient especially when consumers lack the knowledge or are unfamiliar with the options such as assessing healthcare (HC) services. Compared to the intrinsic cues, extrinsic cues (e.g., price) are marketing controlled and are often communicated to its customers through social media. Based on our research model, we propose that consumers' evaluation of HC service quality is largely driven by the extrinsic cues that are communicated through social media rather than intrinsic characteristics.

11:00 AM - 12:15 PM **OB/HRM: CONFLICT/CRISIS**

Room: Salon 1 (Table 2)

Chair: Yuan Li, Saint Mary's College of California

Michigan State University and Crisis Management: A Discourse Analysis of the Larry Nassar Case

Lizabeth Barclay, Oakland University

Jennifer Cordon Thor, Oakland University

(barclay@oakland.edu)

Abstract: Michigan State University is currently responding to the sexual assault scandal involving Larry Nassar. This developmental paper proposes the use of discourse analysis to evaluate sets of communication related to the case. These communications are composed of formal statements made by Michigan State University. Discourse analysis provides an opportunity to analyze organizational language in a crisis situation.



Are All Hands on Deck in the Face of Natural Disaster? Organizational Trust, Strategic Response and Resilience in the U.S. Wine Industry

Judith Ford, Sonoma State University
Armand Gilinsky, Sonoma State University
Sergio Canavati, Sonoma State University
Astha Sen, Sonoma State University
Deanna Brown, Sonoma State University
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Abstract: While scandal can decrease organizational well-being, can coordinated, ethical responses to crises and disasters increase well-being? Healthy well-being develops within ethical culture, which increases employees' commitment to and engagement in the organization, breeding organizational trust (Huhtala 2011). Ethical behavior across an organization is shaped by normative behavior - positive and negative (Schaubroeck 2012) - and a common frame of reference, which shapes how decisions are made (Paine 1994). Employees are more likely to take calculated risks and innovative where high levels of organizational trust exist (Hosmer 1995, Zak 2017). When employees know their management trusts them to do the right thing and make good decisions, they are more likely to take the calculated risks that can make the critical difference in the face of crisis and disaster. When all hands truly come on deck, organizations are more likely to weather the storms of crises and disasters.

A Mediated Moderation Model of Family-Supportive Supervision and Work-Family Conflict

Shaun Pichler, California State University, Fullerton
Andrew Yu, Michigan State University
Marcello Russo, University of Bologna
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Abstract: Work hours and intensification have increased, which is linked to work-family conflict. Social support from managers has been found to be more effective than formal supports, such as work-family benefits, when it comes to work-family conflict. What is relatively less clear is why and under what conditions family-supportive supervision is tied to work-family conflict. We believe that character counts; that family-supportive supervision is an indication of manager's character, and that subordinate perceptions of warmth and competence reflect perceptions of manager's character. The overarching purpose of the current study, therefore, is to investigate perceptions of supervisor warmth and competence as mediators of the relationship between FSSB and work-family conflict based on the stereotype content model and social role theory. We also address boundary conditions of these relationships based on gender role theory. We test our model across two studies, one experimental and the other an over-time survey study from subordinates.

Examining Political Skill's Influence on Work-family Conflict: The Mediating Role of Leader-Member Exchange

Christopher Bradshaw, CSU Stanislaus
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Abstract: Work-family conflict (WFC) (Greenhaus & Beutell, 1985) occurs when demands in the work domain interfere with an employee's ability to satisfy demands in the family domain and vice versa. The dominant theoretical model shaping WFC research at the time of this writing is Hobfoll's (1989) conservation of resources (COR) model. Hobfoll argued that individuals seek to create and maintain social circumstances that will more effectively enable them to retain, protect and build valued resources. This paper builds upon recent efforts to explore the supervisor-subordinate relationship within a WFC context (Crain, Hammer, Bodner, Kossek, Moen, Lilienthal, & Buxton, 2014; Hill, Morganson, Matthews, & Atkinson, 2015; Li, Schaffer, & Bagger, 2015; Matthews & Toumbeva, 2015; Morganson, Major, & Litano, 2017). More specifically, we examine the influence subordinate political skill will have on supervisor-subordinate relationship quality (leader-member exchange) and the subsequent reduction in work-family conflict this improved relationship would, we presume, provide.



11:00 AM - 12:15 PM **OMT: MANAGEMENT & ORGANIZATION I**

Room: Salon 2 (Table 1)

Chair: James Downey, California State University, Chico

We Are Who We Were and Will Be: Balancing Practice Change and Identity Endurance via Temporal Accounts

Jennifer Irwin, Lycoming College
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Abstract: In recent years, much research on identity has focused on how it changes. With identity defined as what is central, distinctive, and enduring, the study of change brings up a question: how can something that changes be enduring? Although some research has concluded identity is not enduring, this study of the public library profession finds actors are able to balance the need for change and an enduring identity by drawing on their shared understandings not only of the past but also the present and future of the field to buffer identity from the effects of changes in practice. By creating accounts based on all three temporal directions, actors are able to justify practices' alignment with identity without the need to continually change identity. In the process, however, they may shift their understanding of identity, by forgetting or remembering particular aspects of their past, present, or future.

The Get-Out-Of-Jail-Free Card: Weakening Institutional Behavioral Deterrents and Possible Effects on Multi-Level Moral Disengagement

Lindsey Duke, Texas Tech University
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Abstract: The most coercive of institutional pressures is the legal and regulatory environment, the main function of which is behavioral deterrence. What happens when these deterrence mechanisms fail? We provide a novel view on the moral disengagement processes in the exercise of moral agency at the individual and organizational levels while considering institutional changes in conjunction with the agentic perspective of social cognitive theory. To inform the literature of the possible consequences of legal or regulatory environmental changes on individual and organizational moral disengagement processes we apply a multi-level analysis of moral disengagement at the individual and organizational level.

When Is It Good to Be Bad? Rewarding Deviance in Cannabis Markets

Cyrus Dioun, University of Colorado Denver
(cyrus.dioun@ucdenver.edu)

Abstract: Most research on organizational stigma assumes that stigma is a liability. These studies describe how firms in controversial industries use impression management techniques to avoid public scrutiny. In this paper, I show how stigma can be an asset. Analyzing the retailing strategies of dispensaries in Washington State's recreational marijuana market, I find that firms that diluted stigma performed worse than their competitors and that firms that embraced stigma performed better. Leaning into stigma was most effective in areas where local opposition was strongest, suggesting that organizations can signal authenticity to consumers through cultural deviance.



11:00 AM - 12:15 PM **TIM: MANAGEMENT & ORGANIZATION II**

Room: Salon 2 (Table 2)

Chair: Kyle Emich, University of Delaware

The Complementor-Platform Owner Relationship Through the Lenses of Property Rights and Transaction Cost Economics

Ouafaa Hmaddi, University of Oregon - Lundquist College of Business
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Abstract: Technology platforms such as the Apple App Store or the Microsoft Xbox gaming console are found at the core of a platform ecosystem where the platform owner and its complementors combine their innovations into a coherent, customer-facing solution. Most of the existing research on platform ecosystems proceed with a simplifying assumption that the relationship between platform owners and their complementors in creating value for the final consumer is “given”. There has been little research on the understanding of the platform owners’ perspective when they face the decision of either granting or withholding complementor access to their platform technology. This paper attempts to fill this void in the literature by reexamining the platform-based approach from the perspective of platform owners facing the strategic choice of jointly creating value with complementors for the final consumer.

Does your Organization have a Pulse? Wearable Sensors and the Dynamics of Relational Variables

Aaron McDonald, University of Oregon
Ralph Heidl, University of Oregon
(amcdonal@uoregon.edu)

Abstract: Wearable sensors are likely to have a profound impact on organizational research. The increasing availability of low-cost proximity sensors facilitates the collection of highly granular co-location data for a set of individuals over extended time periods. The availability of such data can advance our understanding of the relationship between organizational members’ dynamic interactions and emergent collaborative structures. Current methods fall short by requiring researchers to specify temporal units of analysis based on researcher assumptions. To reduce the risk of specification errors related to choosing levels of spatial and temporal aggregation that align poorly with the dynamic processes under examination, we investigate the utility of tensor-based techniques in the analysis of wearable Bluetooth sensor data. We address a central analytical decision that determines our ability to uncover structural regularities over space and time. We show how tensor decomposition can be used to uncover the dynamic nature of representative patterns of co-location.

Selfish Decisions: The Dark Triad and Business Knowledge Predict Linguistic Profiles

Daniel Jones, University of Nevada Reno
Steven Mueller, University of Nevada Reno
Shelby Curtis, University of Nevada Reno
Jessica Carre, University of Texas at El Paso
(djones2@unr.edu)

Abstract: Individuals who are high in Machiavellianism maximize selfish outcomes irrespective of outcomes that may emerge for others. However, Machiavellianism involves strategy, which sets it apart from other Dark Triad traits. Thus, the presence or absence of business knowledge, in the context of making a business decision, may calibrate how a Machiavellian individual thinks about selfish plans. We had 159 individuals write a memo to mock employees telling them about a cut their health benefits, while they knew it would lead to a larger selfish benefit (a bonus). The findings indicated that Machiavellianism is unique among the Dark Triad in that, when combined with high business knowledge, such individuals had a unique linguistic approach: analytical thinking. In contrast, the other Dark Triad traits did not increase analytical thinking among those high in business knowledge. The findings have implications for understanding the cognitive processes behind selfish thinking while communicating them to others.



12:30 PM - 2:00 PM

PRESIDENTIAL LUNCHEON

Room: Salon 3 & 4

Sponsored by CU Denver Business School and the Kansas State University Military Affairs (Dr. Arthur S. DeGroat)

2:30 PM - 3:45 PM

ASCENDANT SCHOLARS

Room: Salon 3 & 4

Sponsored by the Seattle University Albers School of Business and Economics

2:30 PM - 3:45 PM

OB/HRM: MENTORING AND EMOTIONS

Room: Salon 1 (Table 1)

Chair: Darcy Kamal, Chapman University

The Impact of EI Mentoring on Emotional Intelligence and Stress: A Quasi-Experiment

Scott Bryant, Montana State University
(bryant@montana.edu)

Abstract: A growing body of research indicates that emotional intelligence (EI) is an important factor for student success. In this study we examined whether students who participated in an EI mentoring program combined with a smartphone application, showed greater increased in EI than students who didn't participate in the mentoring program. We have only administered the before survey and students are currently participating in the mentoring program. Factors we plan to examine include changes in emotional intelligence, changes in stress levels and relationships between EI, stress, and growth mindset.

Will You Be My Mentor? Understanding Entrepreneurs' Developmental Relationships

Nastaran Simarasl, Cal Poly Pomona
Congcong Zheng, San Diego State University
Chantal Van Esch, California State Polytechnic University, Pomona
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Abstract: Mentorship and developmental relationships play an important role in an entrepreneur's career success. The majority of past research has focused either on the effective mentorship processes after these relationships are formed or their outcomes for mentees. In this qualitative research, we draw on Ragins and Verbos (2007) relational mentorship theory to explore how entrepreneurs initiate and form mentorship relationships on their own without relying on match-making mentorship programs offered by incubators. The preliminary analysis of our semi-structured interviews with entrepreneurs shows that these relationships fall into two categories: 1) social exchange, and 2) relational. Relationships that are formed after the entrepreneur launches his or her venture are associated with the social exchange category, whereas those relationships initiated before the start of the business are more relational in nature.

The Emergent Stigma of Cancer: A Thematic Analysis of the "Exit Interviews" of 15 Cancer Survivors.

Robyn Chupka, HORIBA Instruments
Virginia Bratton, Montana State University
(robyn.chupka@montana.edu)

Abstract: Though the rate of cancer survival is on the rise, most survivors who return to the workforce exit their organizations soon after. By conceiving cancer survivors as an emergently stigmatized group, this paper seeks to examine why survivors leave the workplace. We collect quantitative and qualitative data and explore survivor explanations for leaving the workplace. Preliminary results suggest that employers may have more success retaining cancer survivors by considering the stigma of cancer and the stress that stems from this classification.



2:30 PM - 3:45 PM **OMT: TEACHING & LEARNING I**

Room: Salon 1 (Table 2)

Chair: Sophie Jane, Case Western Reserve University

A Case Study on the Effects of Management Conduct on Personnel Intent to Quit

Chet Barney, University of South Dakota

Jason Porter, Washington State University

Mark Yockey, University of South Dakota

(chet.barney@usd.edu)

Abstract: Ethics training for students is an area of critical concern for business schools. One difficulty in ethics education is the establishment of which behaviors are considered ethical and which are unethical. Managerial behaviors lie along a continuum ranging from highly ethical to highly unethical. While actions at either end of the spectrum are easy to categorize, actions in the middle of the continuum are less clear. We presented students with a case study based upon real managerial behaviors in an attempt to gauge their perceptions of when that behavior crosses the line from ethical to unethical, as well as the ethical responsibilities of managers. Utilizing the fictitious company name, HROB Inc, and based upon the factual events of one of the authors, we presented the case study to over 200 undergraduate organizational behavior, undergraduate human resource, and graduate MBA students.

Epilogue-The Power of Character in Action Learning

Teresa Martinelli, University of La Verne

(tmartinelli@laverne.edu)

Abstract: Ideally, the results of a five-year collection of graduate-level reflective writing will shed guidance on improving the outcomes and wellness of a leadership and management graduate program. The initial notion sought to ascertain one of Viktor Frankl basic principles in which the key motivation was to find meaning in both the work accomplished and life itself. Relying upon Bloom's Taxonomy of Learning and Kolb's Learning Cycle, the domains of "evaluate" and "reflective observation" are vital to educational assessments of adult learners in graduate programs.

Critical Thinking and Written Communication: The Deconstruction and then Creation of a New Strategic Analysis Report

J. Keels, Coastal Carolina University

Janice Black, Coastal Carolina University

(jkeels@coastal.edu)

Abstract: Employers want new hires to be able to write reports early in their career. Many of our students need extra help in learning "HOW" to proceed. This paper links critical thinking practices to the report sections of a strategic analysis report. The evolution of the class assignment is detailed. The assignment helps students see the underlying structure of a report, view expectations of learning for a class, and then successfully complete such a report after being trained in the analytical processes it requires. Trials and tribulations are also shared.



2:30 PM - 3:45 PM

OB/HRM: ORGANIZATIONAL BEHAVIOR

Room: Salon 2 (Table 1)

Chair: Bret L. Simmons, University of Nevada, Reno

A Field Study of an Employee Fit-Centered Approach to Understanding Employee Engagement

J.Lee Whittington, University of Dallas

Mark Brightenburg, University of Dallas

Greg Bell, University of Dallas

(jlee1@udallas.edu)

Abstract: The Gallup organization consistently reports that two-thirds of U.S. employees are not actively engaged in their work resulting in low productivity amounting to billions of dollars lost. Consequently, many organizations consider the development of an engaged workforce a primary concern. In response to repeated calls for research on the antecedents of engagement, and actionable solutions for practitioners, we found the concept of employee fit and person-environment fit theory offers a promising, yet underexplored area that has potential as a powerful determinant of engagement. We employed a cross-sectional, field study to test the relationships between perceived employee fit, employee engagement, and employee attitudes. Regression and correlation analysis show a strong positive relationship between employee fit perceptions and employee engagement; moreover, the relationships between employee fit and employee attitudes were partially mediated by engagement. Practitioners should consider these findings when developing a work environment designed to facilitate high levels of employee engagement.

Age Discrimination in the Restaurant Industry: Dishing out Dinner with a Side of Intimidation

Alysa Lambert, Indiana University Southeast

Jessica Doucet, Francis Marion

Regina Yanson, Francis Marion

(alylambe@ius.edu)

Abstract: In a quest to gain a richer understanding of dysfunctional employee behaviors, we focused on ageism and bullying in the workplace. We chose to investigate these destructive actions using an interdisciplinary approach, by applying a criminological lens to a topic traditionally viewed as being within the “management domain”. This study utilized data from the Federal Bureau of Investigation’s (FBI) National Incident-Based Reporting System (NIBRS) covering reported violence occurring within the restaurant industry. The results of the study revealed that older workers are more likely to report incidents of workplace bullying to law enforcement than any other type of workplace violence. The results also indicate that younger workers are more likely to be the perpetrator of bullying against older victims in the workplace. Implications for theory and practical advice for managers are discussed.

Job Crafting and Freelancer Success: An Emerging Relationship

Ghadir Ishqaidef, California State University Chico

Carol Flinchbaugh, New Mexico State University

Bahareh Javadizadeh, New Mexico State University

(gishqaidef@csuchico.edu)

Abstract: The rise of independent work as an alternative arrangement to standard jobs has captured the attention of news outlets with mixed reports about the well-being of freelancers with the new-world workers. In this paper, content analysis was employed to examine qualitative data from a public, online freelancers networking forum over a 12-month period. 13,489 posts over this time period identified both freelancers’ concerns and successes. Analysis of the data reveals a pattern of common misbeliefs by novices to freelancing and another pattern of realities coming from experienced freelancers debunking those myths. The experts provide insightful information that reveals a systematic approach to work structure to achieve success in the gig economy. The insights may help current and soon-to-be freelancers to overcome challenges more easily as we detail a step-wise process to succeed in freelancing.



3:45 PM - 4:00 PM **BREAK**

Room: Ballroom Foyer

4:00 PM - 5:30 PM **BLUE CHIP EDITOR'S PANEL**

Room: Cotati/Bodega

Chair: Thomas A. Wright, Fordham University

Alex Bolinger, Associate Editor, Journal of Management Education, Idaho State University

Cecily D. Cooper, Associate Editor, Human Relations, University of Miami

Richard Stackman, Editor, Journal of Management Inquiry, University of San Francisco

Thomas A. Wright, Associate Editor, Journal of Organizational Behavior, Fordham University

(twright17@fordham.edu)

6:00 PM - 8:00 PM **WINE APPRECIATION EVENT**

On-site at: Sonoma State University

8:00 PM ONWARDS **LAST SESSION**

Room: Salon 1 & 2



SATURDAY, MARCH 9, 2019

SCHEDULE OVERVIEW

7:00 AM - 7:45 AM	BREAKFAST & WAM BUSINESS MEETING <i>Room: Salon 3 & 4</i>
8:00 AM - 9:15 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
9:15 AM - 9:30 AM	BREAK <i>Room: Ballroom Foyer</i>
9:30 AM - 10:45 AM	CONCURRENT SESSIONS <i>Room: see below full schedule</i>
10:45 AM - 11:00 AM	BREAK <i>Room: Ballroom Foyer</i>
11:00 AM - 12:30 PM	CLOSING SESSION: WAM RETROSPECTIVE: TO THEME OR NOT TO THEME <i>Room: Salon 1 & 2</i>

7:00 AM - 7:45 AM **BREAKFAST & WAM BUSINESS MEETING**
Room: Salon 3 & 4

8:00 AM - 9:15 AM **OD/CAR: SELECTION, TRAINING AND DEVELOPMENT**
Room: Sonoma
Chair: Heejin Kim, University of California, Irvine

Antecedents and Outcomes of Callings: A Three Study Empirical Investigation
Ellen Ensher, Loyola Marymount University
Kyle Ehrhardt, University of Colorado Denver
(eensher@lmu.edu)

Abstract: We examine antecedents previously unexamined with respect to callings: an “insight experience,” and the presence of a high quality mentoring relationship. Data for Study 1 were from 514 - time U.S. based full-time employees, whereas data from Study 2 were from 140 high school teachers. Study 3 consisted of 482 business students from three U.S. universities. We found a consistent pattern demonstrating the importance of insight experience as an antecedent to callings. However, in our general sample of working adults we found that high quality mentoring was a significant predictor of the presence of a calling, yet this finding failed to emerge in our domain-specific sample of teachers. Students with high quality mentors that worked in their planned profession also showed an increase in the presence of callings. Also, we found that those experiencing the presence of a calling tended to be more satisfied with their jobs, career, and life.



Think Fast: The Role of Thin Slices of Behavior in Employee Selection Decisions

Andrew Carnes, Western Carolina University
Kevin Knotts, Marshall University
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Abstract: Despite notable research attention, past studies addressing decision stability have provided conflicting recommendations regarding the stability and impact of initial impressions in an interview context. As a result, this study focuses on the integration of literature addressing decision making, employee selection, and influence processes in an attempt to provide both a theoretical and empirical foundation for future research addressing initial impressions throughout the interview process. Using data from a simulation comprised of 28 recruiters and 229 applicants, results suggest that initial impressions formed at the beginning of the interview make a substantive impact on final impressions. However, impressions formed at the career fair do not appear to impact final impressions without considering the interactive effects of decision confidence. Hypotheses proposing that decision confidence would moderate linkages between initial impressions formed at the beginning of the interview and both interview scores and final impressions were not supported.

Training and Diffusion of Change: The Impact of Training and Proactivity on Change-related Advice Giving

ByeongJo Kim, Carnegie Mellon University
Denise Rousseau, Carnegie Mellon University
Maria Tomprou, Carnegie Mellon University
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Abstract: This study investigates the effects of organizational change-related training on the diffusion of change through employees' advice network. It also examines the contribution of employee proactivity to the effects of that training. We compare trainees (N = 46) and non-trained peers (N = 47) doing similar work at pre- and post-test to examine how training and individual proactivity contribute to the change process. Results indicate that training is associated with greater change-related advice giving (i.e., in-degree centrality) and that proactivity is positively related to change-related advice giving and seeking (i.e., in- and out-degree centrality). Our findings show that the effect of training on change-related advice giving is stronger for more proactive trainees than less proactive ones. We discuss our study's theoretical and practical implications for both organizational change and employee proactivity.

8:00 AM - 9:15 AM OB/HRM: CO-WORKERS AND TEAMS

Room: Santa Rosa

Chair: Brooke Lahneman, Montana State University

Healthy Families - Happy Coworkers? Crossover Effects of Family Functioning from Job Incumbents to Coworkers

Merideth Thompson, Utah State University
Dawn Carlson, Baylor University
K. Michele Kacmar, Texas State University
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Abstract: We developed and tested a model of the crossover effect of a job incumbent's family functioning on his or her coworker's work life. We hypothesized that the job incumbent's family functioning crosses over through work-family balance to shape a coworker's job attitudes and experiences. Further, we proposed that task interdependence moderates the mediated effects of work-family balance on the relationship between family functioning and the outcomes. Using a tri-matched sample of 226 individuals (job incumbent, spouse, and coworker), we found that work-family balance mediates the indirect effect of family functioning on the coworker's job satisfaction, job incumbent's incivility, and job incumbent's task focused organizational citizenship behaviors. Task interdependence moderated the indirect effect of family functioning through work-family balance on coworker job satisfaction and the incumbent's incivility behaviors. There were no significant effects of the job incumbent's family functioning on the coworker's organizational commitment. Implications for researchers and organizations are discussed.



A Test and Extension of Cognitive Resource Theory in Teams: The Effects of Leader Style on the Leader Intelligence and Stress Interaction

Andrew Hinrichs, CSU Stanislaus
(ahinrichs@csustan.edu)

Abstract: This research contributes to Cognitive Resource Theory (CRT) by identifying effective leadership behaviors that had previously been unexplored. Integrating core theoretical elements of CRT, the results of a three-way interaction demonstrate that under stressful conditions, teams who had intelligent, empowering leaders outperformed directive leadership conditions. Additional results from a mediated moderation analysis suggest that empowering leaders are able to positively influence team performance partially through their influence on interpersonal and action team processes. These results have the opportunity to update multiple assumptions that CRT holds regarding effective leadership in teams.

Power to the People: The Impact of Student Personal Power on Performance in Teams

Emily Tarr, CSU San Marcos
Chantal Van Esch, California State Polytechnic University, Pomona
(cvanesch@cpp.edu)

Abstract: This paper examines teammates' perceptions of individual expert and referent power (personal power) in student teams working on a semester-long project. In a pilot study, we found a positive relationship between being perceived as high in personal power by teammates and professor-rated performance. In order to examine the mechanisms behind this relationship, we conducted a second study. Results replicated the findings from our pilot study and confirmed our hypotheses that expressed humility and engagement in teamwork behaviors mediated the effect between teammates' power perceptions and individual performance. We discuss these results in terms of practical implications as well as implications for management educators.

8:00 AM - 9:15 AM OB/HRM: IDENTITY AND GENDER

Room: Salon 1 (Table 1)

Chair: Sally Baack, California State University, San Francisco

“Man Up!”: How a Lack of Agentic Behavior Creates Stereotype Backlash Effects for Men

Alexander Ruiz, University of California Irvine
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Abstract: Men are expected to be agentic (i.e. independent and self-oriented) and not communal (i.e. modest and other-oriented). Men who violate these prescriptive stereotypes by behaving communally can receive a social or economic reprisal which researchers often refer to as a backlash effect. Although the literature on male stereotype backlash focuses on the consequences for men who act communally, in this article I will propose new theory that argues that men experience backlash effects because they fail to act agentially. Specifically, I argue that communal behavior in men leads to penalties on outcomes such as competence, status, and promotability. Further, I argue that providing evidence of agentic behavior mitigates these backlash effects. Overall, by proposing this new model of male stereotype backlash, I hope to contribute to the sorely needed research on men and masculinity in the workplace as well as add clarity to the existing research in this budding area.



A Rise by Lifting Others: Overcoming Identity Threats Stemming from Overqualification

Alexander Gotthard Real, Pontificia Universidad Javeriana
Aysegul Karaeminogullari, Pontificia Universidad Javeriana
(agotthard@javeriana.edu.co)

Abstract: Overqualification is a common occurrence. Although some evidence suggests that overqualified employees are potentially high performers, other studies have suggested that they may have negative work attitudes, withhold their high potentials, and withdraw themselves from their work groups. Overqualification literature considers this phenomenon as a unique form of misfit. The purpose of this study is to examine the relationship between overqualified employees' own helping behaviors and their organizational identification levels. This study attempts to examine a proactive approach to organizational identification. More specifically the research is designed to examine how overqualified employees' helping behaviors contribute to improvements in their own work related identities.

Character and Gender Social Identity

Shannia Coley, Boston University
Vernita Perkins, Private Practice
(scoley@bu.edu)

Abstract: Fluid gender identities and massive social media information sharing continues to create a complex online world where gender identity, anonymity, and character collide. Digital feminism and other online policing behaviors raise new entrenched problems to solve to create safer online experiences. This conceptual paper explores the relationship between character and gender within internet interactions. Examining how character, online anonymity and potentially hostile interactions intersect when gender is introduced.

8:00 AM - 9:15 AM _____ LDR: LEADERSHIP II

Room: Salon 1 (Table 2)
Chair: Abhinav Gupta, University of Washington

In Search of First Follower: Environmental and Socio-Psychological Factors as Predictors of the Enactment of an Ad-Hoc Leader Role

Angelo Camillo, Sonoma State University
Isabell Camillo, Niagara University
(camillo@sonoma.edu)

Abstract: In search of First Follower: Environmental and socio-psychological factors as predictors of the enactment of an ad-hoc leader role. Abstract The researchers are attempting to identify the characteristics, traits, behaviors, and motivations of individuals who tend to take on organic temporary or ad-hoc leader roles from within a followership to identify the First Follower and establish a First Follower Theory. The investigators will be applying quantitative and qualitative procedures including a self-administered online questionnaire, an electronic self-reflective evaluation, one-on-one interviews, and netnography. The researchers theorize this individual is the true leader of the followership, at least temporarily. Preliminary data shows these individuals are granted ad-hoc decision-making power by followers due to yet undetermined reasons. Understanding/predicting who the First Follower of a particular group is could be especially critical during times of conflict and change. Keywords: first follower; first follower identity; emergent leadership; ad-hoc leadership; contingent leader role; situational leader role.



Star or Liability: An Identity-Regulatory Model of Leader Narcissism Paradox

Jinyu Hu, University of Nevada, Reno
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Abstract: By introducing the construct of dominance identity and an identity-based motivational framework, the study provides a more nuanced understanding of the rich and dynamic psychological processes underpinning the link between the narcissistic personality and its behavioral expressions. This framework complements and expands upon current self-esteem-based self-regulation models and provides an alternative motivational mechanism of leader narcissism.

When Organizations Benefit from Harmful Behavior

Saloni Vyas, Chapman University
Darcy Fudge Kamal, Chapman University
Paola Mallucci, University of Wisconsin-Madison
(vyas@chapman.edu)

Abstract: In this research proposal, we suggest risk preferences influence prosocial actions, where bad behaviors can contribute to prosocial outcomes. Actors who gamble are generally viewed as bad or people with poor character since gambling is social vice. First, we aim to distinguish between character and character traits and then analyze if actors exhibiting bad character traits can also elicit good traits under the right circumstances. Our proposal involves analyzing if the amount of money that bettors donate towards a charitable cause differs based on whether they win money or on their inherent character trait of doing what is right, despite the actors doing something that can be considered morally incorrect. Through unique access to two partnering organizations offering a donation option to gamblers, we believe our proposed study will be able to supply a unique empirical setting to test our theoretical predictions.

8:00 AM - 9:15 AM ENT: ENTREPRENEURIAL PERCEPTION

Room: Salon 2 (Table 1)

Chair: Holly Ferraro, Seattle University

Mission-Focused, Battle-Tested: Examining Why Military Veterans Make Successful Entrepreneurs

Jeffrey McGee, University of Texas at Arlington
Ryan Terry, Cal State LA
(jmcgee@uta.edu)

Abstract: This study examines why military veterans tend to be successful entrepreneurs by proposing that the various skills obtained while serving in the military translate into higher levels of self-efficacy. We contend that self-efficacy, particularly entrepreneurial self-efficacy (ESE), plays an influential role in the gestation stage of the new business development process.

The Interplay of the Dark Triad of Managers, Entrepreneurial Orientation, and Firm Performance

Ricarda Bouncken, University of Bayreuth
Beate Cesinger, New Design University
(bouncken@uni-bayreuth.de)

Abstract: The Dark Triad (DT) - psychopathy, narcissism, and Machiavellianism conceptualizes three undesirable personality traits that show selfish behavior, emotional coldness, propensity for duplicity, and strive for self-promotion, status, and dominance of individuals. Managers, seen as the firm's upper echelons, decide about new market and technology opportunities underlying the growth of the firm. Managers who score high on the DT can exhibit negative influences in the organization and finally on firm performance. Entrepreneurial Orientation (EO) research shows that proactive, self-reflecting, and self-regulating managers can improve firm performance of several dimensions. This study finds that all three dimensions of the DT, psychopathy, narcissism, and Machiavellianism reduce the positive effects that EO has on firm performance.



A Phenomenology of Entrepreneurial Perception of Institutional Logics

Rohny Saylor, Washington State University

Chet Barney, University of South Dakota

Jacob Klopp, Washington State University

(r.saylor@wsu.edu)

Abstract: This paper develops the concept of entrepreneurial perception as an antidote to inter and intra-organizational logical conflict. The entrepreneur is presented as the highly pattern-sensitive individual who constructs sense-making narratives by the consolidation of conflicting logics under a shared ethos. The authors argue that the very fact of perceptibility differences in institutional logics creates a space which is necessarily filled by entrepreneurial perception. The entrepreneur, by nature, is able to better construct an adoptable narrative than any other party to the conflict.

8:00 AM - 9:15 AM

ENT: SOCIAL COGNITIONS OF ENTREPRENEURSHIP

Room: Salon 2 (Table 2)

Chair: Marion Eberly, University of Washington, Tacoma

The Effect of Culturally Endorsed Leadership Ideals on Nascent and Operating Social Entrepreneurship

Byungku Lee, University of La Verne

Yeri Cho, University of La Verne

(blee2@laverne.edu)

Abstract: The contextual drivers that influence an individual's decision to become a social entrepreneur have been receiving an increasing attention. One such contextual driver is the culturally endorsed leadership ideals of members in a region. This study investigates the nature of the relationship between cultural leadership ideals and SE. Specifically, this study examines the influence of the culturally endorsed leadership ideals, such as humane-oriented and self-protective leaderships, on both nascent SE and operating SE. Using a multinomial logistic multilevel regression modeling technique, this study found an inverted U-shape relationship between the humane-oriented leadership ideal at the country-level and the incidence of operating SE. In addition, this study found the self-protective leadership ideal at the country-level has a positive linear relationship with the incidence of nascent SE and a U-shape relationship with the incidence of operating SE. The results of this study provide an important empirical foundation for the comparative SE research.

Opportunity Value Uncertainty, Task Uncertainty, and the Value of Prior Human Capital Investments

Matthew Barlow, University of Texas at El Paso

Ryan Angus, West Virginia University

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Abstract: This paper creates a framework for thinking about the human capital/entrepreneurial value creation link by adopting an opportunity creation. The framework suggests that entrepreneurs can be creating and exploiting opportunities that vary in their novelty, and this variability can impact which types of prior human capital investments are valuable during the creation process. This paper argues that creating an opportunity of unknowable value is a source of human capital uncertainty—defined as the inability to specify, ex ante, the knowledge, skills, and abilities that will be required to create an opportunity. The framework suggests that even when there is opportunity value uncertainty, not every task within a nascent entrepreneurial firm is necessarily characterized by human capital uncertainty. The paper then identifies the conditions under which prior general and task-specific forms of human capital investments are likely to help—or even potentially harm—the entrepreneurial opportunity creation process.



Principled Entrepreneurship: Habits of Sustainability

Jim Downing, California State University Chico
Dan Parrish Csc, University of Portland
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Abstract: This research introduces the concept of Principled Entrepreneurship by examining the habits of Cistercian monks for centuries old sustainable business practices regardless of the market conditions. Principled entrepreneurship is the development of individual and organizational habits which create an authenticity for differentiation. Cistercians are monks with vows of poverty yet are entrepreneurs required to produce commodity goods to support their life of poverty. This case study identifies elements of Monastic Rule within a wine producing monastery to understand the organizational structure around habits leading to certain heuristics and routines. The habits of these monks demonstrate business flexibility and adaptability in response to their dynamic business environment. This study addresses the question of how entrepreneurs in basic commodity markets produce sustainable rent-producing structures of commerce. The process of principled entrepreneurship provides new insight into habits that inform the basis of a sustainable competitive advantage.

9:15 AM - 9:30 AM BREAK

Room: Ballroom Foyer

9:30 AM - 10:45 AM BPS: CHARACTER COUNTS III

Room: Sonoma

Chair: Teresa Martinelli, University Of La Verne

The Character Costs of Alliance Commitment and Symbolic Repair Efforts

Tera Galloway, Illinois State University
Douglas Miller, Virginia Commonwealth University
Carl Liu, Kent State University
(tlgallo@ilstu.edu)

Abstract: Legitimacy is a key concept in the research of management and organizations. However, little research has examined the loss of legitimacy. This study examines incidents of regulative legitimacy violation and focuses on the effect such incidents have on the alliance partners of the perpetrating organizations. We specifically examine three types of such violations—administrative law, criminal law, and civil law. Using a sample of 32 incidents that involved Fortune 100 companies, we show that the loss of regulative legitimacy negatively influences the stock market performance of alliance partners. More interestingly, we show that the effect of repair efforts by the perpetrating firm on the alliance partner differ depending on the nature of those violating incidents. Implications of our findings are discussed.

Present but Absent: Does our Literature lack Kindness?

Rawia Ahmed, The University of Texas at El Paso
fernanda Wagstaff, The University of Texas at El Paso
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Abstract: Although many practitioners and scholars, either directly or subtly, are interested in kindness, the construct has not been systematically explored yet. In this study, we present the importance of kindness and the need for it. In doing so, we review the literature in management and in other disciplines to present the content domains in association with kindness, we provide an inferential conceptual definition of kindness, and we theoretically discriminate kindness from overtly comparable constructs such as altruism, benevolence, compassion, helping, organizational citizenship behavior, and social support. Additionally, current measures of kindness and interventions manipulating kindness in management and in other disciplines are described. The paper ends with a discussion of the importance of investigating kindness at both the theoretical and practical levels.



Bad Consequences Paved With Good Intentions: When Compassion Backfires

Darcy Fudge Kamal, Chapman University
Matthew McCarter, University of Texas-San Antonio
(kamal@chapman.edu)

Abstract: We extend compassion organizing research by exploring the antecedents and consequences of organizations having low compassion competence. Viewing an organization as an interpretive system, we submit that organizations low in compassion competence can misinterpret the social environment where the compassion is needed. Misinterpreting the social environment comes in three ways: limited scope of consequence, misperceived interdependence, and value asymmetry. The three ways of misinterpretation can lead to an unintentional exacerbation of suffering. We argue that organizations encounter social dilemmas through their compassionate actions which may involve self-interested behavior by either or both the giver and recipient of compassion driven by compassion incompetence. We resolve this dilemma by arguing for organizations to consider actions that may create harm rather than help.

9:30 AM - 10:45 AM **OD/CAR: HUMAN RESOURCE MANAGEMENT**

Room: Santa Rosa
Chair: Antoaneta Petkova, San Francisco State University

Can High Quality Relationships Influence Career Cognitions and Exploration Behaviors? An Empirical Test Using Social Cognitive Career Theory

Kyle Ehrhardt, University of Colorado Denver
Monica Sharif, Morgan State University
(monica.sharif@morgan.edu)

Abstract: Researchers recognize that interpersonal relationships play a critical role in the career development of professional employees. In the current study, we extend this research to individuals working at a formative point of their careers. Using social cognitive career theory as a foundation, we test a model that examines whether the quality of individuals' work relationships with their supervisor and coworkers while employed at an early career stage may have implications for their development of career cognitions and exploration behaviors. Replicated across two studies, analyses revealed that coworker relationship quality had a direct influence on career self-efficacy, which in turn led to increased career outcome expectations, goals, and exploration behaviors. The influence of supervisor relationship quality on these outcomes, however, was mixed. These findings suggest that the quality of individuals' relational experiences, even at an early career stage, have implications that extend beyond the workplace to affect their careers more generally.

When Feeling like a Fake Hurts You: The Effects of the Impostor Phenomenon on Negotiations

Angelica Gutierrez, Loyola Marymount University
Ellen Ensher, Loyola Marymount University
Patricia Martinez, Loyola Marymount University
(Cathleen.McGrath@lmu.edu)

Abstract: The impostor phenomenon (IP) refers to high-achieving individuals' feelings of intellectual fraudulence and fear of being exposed as impostors. While the psychology field has explored possible health-related outcomes using student samples, research on the implications of IP for work-related outcomes remains sparse. Using samples of full-time employees, the present studies explored gender differences in the IP and its implications for propensity to negotiate employment conditions. Study 1 (n = 231) found that while men and women experience impostor feelings, only women's propensity to negotiate was affected by the IP. Study 2 found that women's (n = 168) perceptions of their negotiation counterpart's competence functions as the underlying mechanism between the IP and negotiation propensity; higher levels of the IP are associated with a lower negotiation propensity. This research identifies the IP as an antecedent to initiating a negotiation and competence perceptions of the negotiating counterpart as an underlying psychological mechanism.



9:30 AM - 10:45 AM **OB/HRM: INCLUSION/DIVERSITY**

Room: Salon 1 (Table 1)

Chair: Angelo Camillo, Sonoma State University

“I’d Rather Earn It on My Own”: Exploring the Mechanisms of Earned Inclusion in Death Guild Thunderdome

Sophie Jane, Case Western Reserve University

Stormy Sweitzer, Case Western Reserve University

(sej46@case.edu)

Abstract: This paper challenges traditional views of inclusion by problematizing current literature and drawing on the case study of a post-apocalyptic performance group to illustrate the everyday interactions that facilitate inclusion. We illustrate ways in which a common assumption about inclusion--that it is the product of a conferred set of organizational practices--may not be accurate, as well as offer examples of how exclusion might be more-fully understood. We also suggest that inclusion is an ongoing process that continues between organizational members over time and propose the concept of earned inclusion, defined as a felt sense of belonging resulting from an individual’s effort. Our findings indicate that earned inclusion is highly valued, long-lasting, and transcends individual liking between members, and thrives despite divisions of labor and segregation. Our case approach reveals that when earned, inclusion leads to a high degree of commitment, felt sense of belonging, and acceptance by others.

Continuing the Search for an Institutional Framework for Anti-Corruption: Lessons from Brazil

Daniel Jacobs, Loyola Marymount University

(daniel.jacobs@lmu.edu)

Abstract: Brazil and South Korea, both countries with frequent scandals involving corruption in the government-business arena, have witnessed an unprecedented level of anti-corruption legislation and enforcement in recent years. In each, a former president is serving a prison term for taking bribes from the business sector, as has a corporate executive from a family-controlled corporation connected with the presidential bribery. Are the new statutory and prosecutorial initiatives sufficient to stem the tide of corruption, do they represent a turning point for both countries, and/or are other factors at work? This developmental paper will examine the commonalities and differences in the progress each country is making in eradicating longstanding corruption and improving transparency in the government-business relationship. We will draw upon an institutional model of three integrated pillars that has successfully been applied in the literature to assess anti-corruption lessons in other countries.

Autism Social Cognitive Diversity

Jillian Saylor, Positive Autism Narratives

(Jrwsaylors@gmail.com)

Abstract: Creating a diverse group impacts the organization’s labor force, recruitment practices, reward and opportunity structure, performance, turnover and innovative possibilities. Social cognitive processes involve the relationship of our social cognitive diversity, and our social behaviors towards others. Social cognitive processes are not in themselves negative or positive, but merely tools. If you utilize stigma and discrimination, the outcome is systemic discrimination. On the other hand, if you use an ethic of care and deference, the outcome is dialogical, and socially responsible. To shift the ideological goal of diversity away from the use of stigma and discrimination as standard practice, organizations must take on, instead, dialogical ideological goals. So too must researchers seek dialogical ideological goals in diversity research.



9:30 AM - 10:45 AM **EDU: TEACHING AND LEARNING II**

Room: Salon 1 (Table 2)

Chair: Davis Welsh, Arizona State University

A Classroom Discussion of Tragedy in the Community

Kirk **Silvernail, University of Nevada, Las Vegas**

(kirk.silvernail@unlv.edu)

Abstract: Following the Route 91 shooting in Las Vegas, NV, the community I call home, I struggled with how to address it in my classroom. It can be beneficial in the healing process to discuss such tragedies yet, I am not a trained counselor so I was unsure if my students would benefit from a conversation that I led. Although there are many helpful resources guiding instructors on how to conduct such discussions, there is nothing about how useful students find them. The current research seeks to address this gap by outlining my thought process going into the first class I held following Route 91 as well as my account of how it went. Results of student responses to a survey asking about the efficacy of this discussion in helping them process and heal suggest that these types of classroom discussions are worthwhile following tragic events.

“The Office” - Appropriate use of Inappropriate Humor in the Classroom

Terry Nelson, University of Alaska Anchorage

Kevin Lo, University of San Francisco

Kenneth Mullane, Salem State University

(tnelson15@alaska.edu)

Abstract: Research has shown that utilizing appropriate humor can foster positive learning outcomes and positive student-instructor interactions (Banas, Dunbar, Rodriguez, & Liu, 2011). In this study, we incorporate episodes from “The Office” sitcom, which is known for inappropriate humor that routinely targets sex, gender, religion, and race. While research has typically found that inappropriate humor in the classroom can facilitate an unhealthy learning climate for students, based on leader-member exchange theory, we demonstrate that inappropriate humor also has the potential, like appropriate humor, to build affinity and cohesiveness between students and an instructor, while creating a positive learning environment. The results of this study shed new light on what most findings on classroom humor research suggest.

The MBA Student's Last Lecture: An Empirical Examination of Commencement Addresses and Gender

Jennifer Parlamis, University of San Francisco

Courtney Masterson, University of San Francisco

Linda Henderson, University of San Francisco

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Abstract: In this study, we empirically examine 2018 commencement addresses (from MBA programs) to provide insight into the question, “What are the different ways in which women and men use language to define and demonstrate leadership?” All commencement speech transcripts were analyzed using the Linguistic Inquiry and Word Count (LIWC) software. We discuss the implications of this study for women leaders as well as the social context of commencement messages to graduating students’ future leadership.



From Professional Readiness to Professional Identity: Preparing Students to be Business Professionals

Kristi Tyran, Western Washington University
Craig Tyran, Western Washington University
(kristi.tyran@wwu.edu)

Abstract: Preparing students to be professional business people means going beyond just disciplinary knowledge. Yet dedicating an entire course to professionalism may be a challenge due to the need to cover business discipline-related content and other curriculum constraints. In this paper, we describe a pilot project for a “Professional Readiness” program that was designed and implemented to provide an extracurricular resource for undergraduate Business students. We provide evidence of the program’s effectiveness, as well as ideas for developing the program for the future. We propose research questions that can be addressed in our current “Professional Readiness” program.

9:30 AM - 10:45 AM ONE/SIM: IDENTITY, IDENTIFICATION, AND SOCIAL NORMS

Room: Salon 2 (Table 1)

Chair: Ellen Ensher, Loyola Marymount University

Beliefs also Make Social-norm Preferences Social

Garret Ridinger, University of Nevada, Reno
Michael McBride, University of California, Irvine
(gridinger@unr.edu)

Abstract: A growing body of research reveals that various pro-social behaviors result from a desire to follow social norms. Indeed, a recent study by Kimbrough and Vostroknutov (2016) introduced the Rule Following (RF) Task and finds that an individual’s willingness to follow rules in the RF task predicts her pro-social behavior across many experimental settings. We show that the interpretation of their results- i.e., rule-followingness is an individual-level fixed trait that transfers across settings- is incomplete. Using four experimental studies that use the RF task, we find that an individual’s willingness to follow rules depends on her belief about others’ rule-following. We discuss the implications of our results on our understanding pro-social behavior.

Does Frequent Inter-unit Contact Lead to Higher Global Identification? The Contextualizing Role of Subsidiary Managers

Sung Soo Kim, University of Denver
Sandra Cha, Brandeis University
Jeewon Cho, Oregon State University
(sungsoo.kim@du.edu)

Abstract: Recent decades have witnessed the proliferation of multinational enterprises (MNEs), which operate in multiple countries and typically consist of headquarters in one country, to which subsidiaries in other countries report. One of the crucial challenges that has been identified for MNEs is promoting global identification, in which employees perceive a sense of belonging to and oneness with the MNE as a whole. This paper examines the role of subsidiary leaders—managers with overall responsibility for an MNE’s operations within a particular country—on the relationship between the frequency of contact with headquarters and their employees’ global identification. Specifically, we argue that the internal process management (operationalized by transformational leadership behaviors) and the boundary management (operationalized by boundary spanning behaviors) of subsidiary leaders sets the tone of the inter-unit contact and thus affect the relationship between contact frequency with headquarters and global identification.



9:30 AM - 10:45 AM **OB/HRM: LEADERSHIP III**

Room: Salon 2 (Table 2)

Chair: Kim Hinrichs, California State University, Chico

Going Above and Beyond Begins from Within: Self-Leadership as a **Proactive Antecedent of Organizational Citizenship Behaviors**

Kevin Knotts, Marshall University

Jeffery Houghton, West Virginia University

(knottsk@marshall.edu)

Abstract: Prior research examining the antecedents of organizational citizenship behaviors (OCBs) have focused primarily on relatively passive attitudes and perceptions of individuals that are largely shaped by external contextual and environment influences. In contrast, the current paper develops and tests a model of self-leadership as a proactive internalized self-influence process with strong potential to shape employee OCBs in positive ways. Using a sample of 280 transportation workers, we conducted a conditional process regression analysis to examine a hypothesized model including the direct effects of self-leadership on OCBs along with the conditional indirect effect of self-leadership on OCBs through emotional exhaustion, as conditional on the level of perceived organizational support (POS). Our findings provide support for both the direct effects of self-leadership on OCBs, as well conditional indirect effects as transmitted through emotional exhaustion and conditional on the level of POS. Implications are discussed, along with limitations and directions for future research.

From First Lady to First Lady President? Gender Attitudes, Political Affiliation, and Media Exposure in the 2016 U.S. Presidential Election

Vienne Wing-yan Lau, Claremont Graduate University

Michelle Bligh, Claremont Graduate University

Jeffrey Kohles, California State University San Marcos

(wingyan.lau@cgu.edu)

Abstract: The 2016 U.S. Presidential election represented a unique opportunity to study gender issues. Against the backdrop of this election, we surveyed 428 participants' level of media exposure, their political affiliation, their attitudes toward female leaders, and their voting intentions. Results indicated that those with positive attitudes toward female leaders were more likely to support Clinton. However, media exposure and political affiliation did not significantly moderate the relationship between attitudes toward female leaders and perception and evaluation of Clinton as predicted. The insignificant moderating effects imply voters viewed political issues with a partisan lens and they actively sought after and consumed news that are congruent with their partisan stereotypes. A subsequent qualitative analysis of partisan news sources' portrayal of Clinton revealed that biases toward Clinton were further perpetuated by these news outlets. Implications for the relationships among gender attitudes, voters' evaluation of candidates, media exposure, and political affiliation are discussed.

10:45 AM - 11:00 AM **BREAK**

Room: Ballroom Foyer



11:00 AM - 12:30 PM LRD: WAM RETROSPECTIVE: TO THEME OR NOT TO THEME PANEL

Room: Salon 1 & 2

Chair: Richard Stackman, University of San Francisco

WAM Retrospective: To Theme or Not to Theme

Kim Boal, Texas Tech University

Paul Buller, Gonzaga University

Paul Hirsch, Northwestern University

Joyce Osland, San Jose State University

Ana-Maria Peredo, University of Victoria

Jeffrey Shay, Washington and Lee University

Richard Stackman, University of San Francisco

Thomas A. Wright, Fordham University

(rwstackman@usfca.edu)

Abstract: A conference theme attached to a WAM conference first appeared in the 1980s. While themed conferences are now ubiquitous, have we considered how important a theme is to a conference - especially a WAM conference? Bringing together current and past program chairs we consider the question: To theme or not to theme? The role of a WAM Conference program chair comes with much work coupled with a few concrete (and personal) decisions. The selection of a theme is one of those few decisions. The gathered WAM program chairs will discuss how we chose our respective themes, reflecting on their purpose then and the relevance and resonance of those themes not only then but today. We will also consider how well the final program reflected each theme. Finally, with audience participation, we will explore the potential - including the untapped potential - of conference themes as WAM celebrates its 60th year.



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2009 – Paul Hirsch, Northwestern University
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2006 – John Cullen, Washington State University
2005 – Jim Spee, University of Redlands
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1970 – Earl Goddard, Oregon State University
1969 – Stanley C. Vance, University of Oregon
1968 – Lyman W. Porter, University of California, Irvine
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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



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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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| 2018: Jane E. Dutton, <i>University of Michigan</i>
Nandini Rajagopalan, <i>University of Southern California</i> | 2009: William Starbuck, <i>New York University</i>
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| 2017: Jean Bartunek, <i>Boston College</i>
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Alan Glassman, <i>California State University-Northridge</i> |
| 2016: Mary Jo Hatch, <i>University of Virginia</i>
Alan Meyer, <i>University of Oregon</i> | 2007: Denise Rousseau, <i>Carnegie Mellon University</i> |
| 2015: Wayne Cascio, <i>University of Colorado Denver</i> | 2006: Tom Cummings, <i>Univ. of Southern California</i>
Jone Pearce, <i>University of California, Irvine</i> |
| 2014: Blake Ashforth, <i>Arizona State University</i>
Sandra Robinson, <i>University of British Columbia</i> | 2005: Lyman Porter, <i>University of California Irvine</i>
Peter J. Frost, <i>University of British Columbia (posthumous)</i> |
| 2013: Terence Mitchell, <i>University of Washington</i>
Gerry McNamara, <i>Michigan State University</i> | 2004: Royston Greenwood, <i>University of Alberta</i>
Don Palmer, <i>University of California, Davis</i> |
| 2012: Chuck Snow, <i>Pennsylvania State University</i>
Thomas A. Wright, <i>Kansas State University</i> | 2003: C.R. (Bob) Hinings, <i>University of Alberta</i>
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| 2011: Barry Posner, <i>Santa Clara University</i>
Gretchen Spreitzer, <i>University of Michigan</i> | |



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Joel Gehman, *University of Alberta*
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Marion Eberly, *University of Washington Tacoma*
Crystal Farh, *University of Washington*
Anthony Klotz, *Oregon State University*
- 2016: Ryan Fehr, *University of Washington*
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- 2015: Keith Leavitt, *Oregon State University*
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Elizabeth Mullen, *Stanford University*
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- 2010: Kristin Behfar, *UC Irvine*
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Camille Johnson, *San Jose State University*
Anne Parmigiani, *University of Oregon*
- 2009: Teppo Felin, *Brigham Young University*
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Mooweon Rhee, *University of Hawaii*
- 2008: Berrin Erdogan, *Portland State University*
David Hannah, *Simon Fraser University*
Mary Sully de Luque, *Thunderbird School of Global Management*
Chris Zatzick, *Simon Fraser University*
- 2007: Sally Baack, *San Francisco State University*
Marc Da Rond, *Cambridge University*
Ana Maria Peredo, *University of Victoria*
Roy Suddaby, *University of Alberta*
- 2006: Christine Beckman, *UC Irvine*
Michael Lounsbury, *University of Alberta*
Kay Devine, *University of Alberta*
Michael Vincent Russo, *University of Oregon*
Jeff Shay, *University of Montana*
Marvin Washington, *Texas Tech University*
- 2005: Brooks C. Holtom, *Georgetown University*
Sally Maitlis, *University of British Columbia*
K. Praveen Parboteeah, *University of Wisconsin-Whitewater*
Barry M. Goldman, *University of Arizona*
- 2004: Craig Pearce, *Claremont Graduate University*
Shawn Berman, *Santa Clara University*
Peter Kim, *USC*
Don Jung, *San Diego State University*
- 2003: Larissa Z. Tiedens, *Stanford University*
Gerardo Andrés Okhuysen, *Univ. of Utah*
Gregory A. Bigley, *University of Washington*
Livia Markoczy, *UC Riverside*
- 2002: Marta Elvira, *INSEAD and UC, Irvine*
Christina Gibson, *USC*
Tammy Madsen, *Santa Clara University*
Candace Ybarra, *Chapman University*



- 2001: Talya Bauer, *Portland State University*
Ellen Ensher, *Loyola Marymount University*
Thomas Lawrence, *University of Victoria*
Rajnandini Pillai, *CSU-San Marcos*
- 2000: Amy Hurley, *Chapman University*
Lisa Hope Pelled, *USC*
Daniel Skarlicki, *Univ. of British Columbia*
Katherine Xin, *Hong Kong Univ. of Science & Technology*
- 1999: Nick Argyres, *Univ. of Southern California*
William Hesterly, *Univ. of Utah*
Kathleen Montgomery, *UC Riverside*
Michael Morris, *Stanford University*
- 1998: Cliff Cheng, *UCLA*
Sandra Robinson, *Univ. of British Columbia*
Steven M. Sommer, *Univ. of Nebraska*
Stephen Tallman, *Cranfield School of Management*
- 1997: Joyce Osland, *University of Portland*
Gretchen Spreitzer, *USC*
Sully Taylor, *Portland State University*
Pushkala Prasad, *University of Calgary*
- 1996: Hal B. Gregersen, *Brigham Young Univ.*
Pamela R. Haunschild, *Stanford University*
P. Devereaux Jennings, *University of British Columbia*
Nandini Rajagopalan, *USC*
- 1995: J. Stewart Black, *American Graduate School of International Management*
- 1994: Nakiye Boyacigiller, *San Jose State Univ.*
Jennifer A. Chatman, *UC Berkeley*
Margarethe Wiersema, *UC Irvine*
- 1993: Laurence Barton, *University of Nevada*
Raphael H. Amit, *Univ. of British Columbia*
Sydney Finkelstein, *USC*
- 1992: Charles Hill, *University of Washington*
Robert Eder, *Portland State University*
Arvind Bhambri, *USC*
- 1991: Joan G. Dahl, *CSU-Northridge*
Gibb Dyer, *Brigham Young University*
Gerald Ledford, *USC*
Glenn McEvoy, *Utah State University*
- 1990: Connie Gersick, *USC*
Jay B. Barney, *Texas A & M University*
Kathleen M. Eisenhardt, *Stanford University*
Michael Lawless, *Univ. of Colorado, Boulder*
- 1989: Anne Tsui, *UC Irvine*
Barbara Lawrence, *UCLA*
Marilyn Gist, *University of Washington*
Rod Kramer, *Stanford University*
- 1988: Thomas Lee, *University of Washington*
David Bowen, *USC*
Mary Barton, *CSU-Northridge*
- 1987: Douglas Howley, *University of Arizona*
Kimberly Boal, *University of Nevada, Reno*
Vandra Huber, *University of Washington*
- 1986: Alan Meyer, *University of Oregon*
Janet Fulk, *USC*
Manuel Velasquez, *Santa Clara Univ.*
- 1985: Gerardo Ungson, *Univ. of Oregon*
Jone L. Pearce, *UC Irvine*
Mary Ann Von Glinow, *USC*
- 1984: Craig C. Pinder, *Univ. of British Columbia*
John W. Seybolt, *University of Utah*
Susan Mohrman, *USC*
- 1983: David Boje, *USC*
John Bigelow, *Boise State University*
Kurt Motamedi, *Pepperdine University*
- 1982: Dean Tjosvold, *Simon Fraser University*
Joanne Martin, *Stanford University*
Meryl Louis, *Naval Post Graduate School*



JOAN G. DAHL PRESIDENT'S AWARD RECIPIENTS

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>	1996:	Joan G. Dahl, <i>California State University, Northridge</i>
	Kimberly B. Boal, <i>Texas Tech University</i>	1995:	Robert Wright, <i>Pepperdine University</i>
2004:	Richard W. Stackman, <i>University of San Francisco</i>	1994:	Kimberly B. Boal, <i>Texas Tech University</i>
2003:	Kay Devine, <i>University of Alberta</i>	1992:	Alan M. Glassman, <i>California State University, Northridge</i>
2002:	Joyce Osland, <i>San Jose State University</i>		1992 John W. Seybolt, <i>University of Utah</i>
2001:	Paul Buller, <i>Gonzaga University</i>	1991:	Anthony P. Raia, <i>University of California, Los Angeles</i>
	Thomas G. Cummings, <i>University of Southern California</i>	1990:	Craig C. Lundberg, <i>Cornell University</i>
2000:	John and Suzanne Bigelow, <i>Boise State University</i>		

ANDRÉ DELBECQ WAM 'STATE OF MIND' AWARD RECIPIENTS

2012:	Paul Buller, <i>Gonzaga University</i> , and Glenn McEvoy, <i>Utah State University</i>
2011:	Asbjorn Osland, <i>San Jose State University</i>
2010:	Fr. Brian Bainbridge (posthumous), and Kay Devine, <i>Athabasca University</i>
2009:	Andre Delbecq, <i>Santa Clara University</i>
2008:	Charles Vance, <i>Loyola Marymount University</i>
2007:	Craig C. Lundberg, <i>Cornell University</i>
2006:	B. Thomas Mayes, <i>CSU Fullerton</i>



THANK YOU WAM 2019 TRACK CHAIRS AND REVIEWERS

OB/HRM

Chair: Marion **Eberly**

Rawia	Ahmed
Christopher	Bradshaw
Mark	Brightenburg
Kori	Callison
Andrew	Carnes
Shari	Carpenter
Anne	Carpenter
Marion	Eberly
Kyle	Emich
Carol	Flinchbaugh
James	Guthrie
Angelica	Gutierrez
Scott	Hammond
Jeffery	Houghton
Tina	Huesing
Ghadir	Ishqaidef
Sophie	Jane
K. Michele	Kacmar
Aysegul	Karaeminogullari
Heejin	Kim
ByeongJo	Kim
Min	Kim
Kevin	Knotts
Alysa	Lambert
Li	Lu
Patricia	Martinez
Kim	McCarthy
Cathleen	McGrath
Jeremy	Meuser
Ashley	Nixon
Shaun	Pichler
Alexander	Ruiz
Jillian	Saylors
Piers	Steel
Stormy	Sweitzer
Shana	Tables
Merideth	Thompson
Naomi	Tuinstra
Gretchen	Vogelgesang Lester
Vicki	Whiting
J.Lee	Whittington
Regina	Yanson
Andrew	Yu

LDR

Chair: Jennifer Marrone

Lizabeth	Barclay
Gerard	Beenen
Michelle	Bligh
Isabell	Camillo
Arran	Caza
Helen	Han-Haas
S. Eissa	Hashemi
Linda	Henderson
Matthew	Hinkley
Andrew	Hinrichs
Paul	Hirsch
Jinyu	Hu
Hannah	Jones
Vanessa	Kettering
Vienne Wing-yan	Lau
Jennifer	Marrone
Simone	Meskelis
Jennifer	Parlamis
Gang	Peng
Vernita	Perkins
Rhonda	Rodgers
Lauren	Simon
Jennifer Cordon	Thor
Tomas	Thundiyl
Dayna	Walker
Jeffrey	Yip
Stelios	Zyglidopoulos

IB

Chair: Yongsun Paik

Sandra	Cha
Jeewon	Cho
Farshad	Ghodoosi
Sung Soo	Kim
Yongsun	Paik
Monica	Sharif

OMT

Chair: **David Cavazos**

Muhammad M.	Aslam
Laura	Black
Ricarda	Bouncken
Jessica	Carre
David	Cavazos
Shelby	Curtis
Cyrus	Dioun
Lindsey	Duke
Marta	Geletkanycz
Donald	Greer
Hans	Hansen
Ralph	Heidl
Jennifer	Irwin
Daniel	Jacobs
Daniel	Jones
Teresa	Martinelli
Kate	McCombs
Aaron	McDonald
Simon	Pek
Isaac	Rhea
Donghoon	Shin
David	Worley
Nici	Zimmermann

TIM

Chair: **Antoaneta Petkova**

Jamie	Collins
Ouafaa	Hmaddi
Yikuan	Lee
David	McIntyre
Luis	Perez-Batres
Antoaneta	Petkova
Eugen	Popa
Adam	Wood



ENT

Chair: **Scott Bryant**

Ryan	Angus
Matthew	Barlow
Scott	Bryant
Beate	Cesinger
Yeri	Cho
Clay	Dibrell
Jim	Downing
Sanjay	Jain
Louise	Kelly
Byungku	Lee
Jeffrey	McGee
Dan	Parrish Csc
Juan	Perusquia
Rohny	Saylors
Chelsea	Sherlock
Ryan	Terry
Smita	Trivedi

BPS

Chair: **Matt Metzger**

Sally	Baack
Angelo	Camillo
Darcy	Fudge Kamal
Tera	Galloway
Nara	Jeong
John	Kim
Jay	Lee
Lalit	Manral
Ofer	Meilich
Matt	Metzger
Douglas	Miller
Marco	Minciullo
Steven	Mueller
Shiva	Nadavulakere
Karen	Nicholas
Joseph	Peyrefitte
Anushri	Rawat
Simon	Rodan
Amy	Sevier
Curtis	Sproul
Joel	West
Robert	Wood

ONE/SIM

Chair: **Timothy Clark**

Daniele	Cerrato
Timothy	Clark
Ian	Dunham
Judith	Ford
Armand	Gilinsky
Sara	Graves
Jaemin	Kim
Burcu	Koç
Brooke	Lahneman
Robert	Randolph
Garret	Ridinger
Sevil	Sonmez
Beverly	Tyler

OD/CAR

Chair: **Marco DiRenzo**

Kathryn	Aten
Marco	Direnzo
Kyle	Ehrhardt
Ellen	Ensher
Paul	Olk
Suzanne	Tilleman

EDU

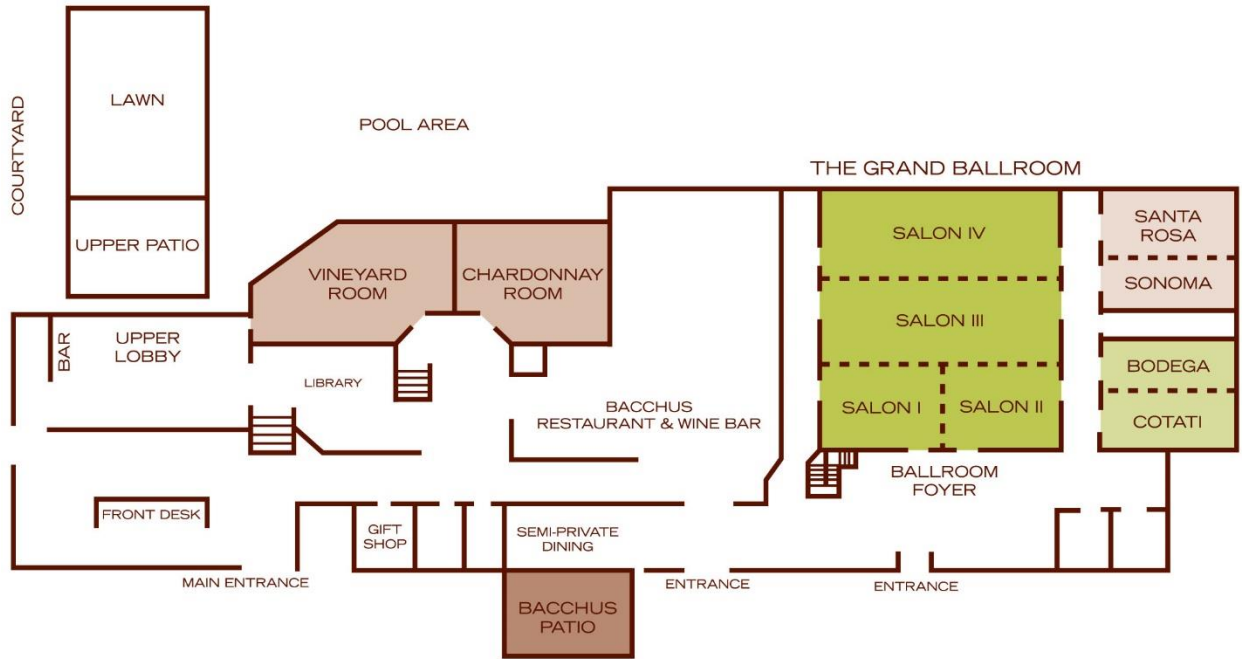
Chair: **Krystal Miguel**

Chet	Barney
Alex	Bolinger
Kory	Brown
Robin	Frkal
Nicole	Gullekson
Melissa	Mann
Krystal	Miguel
Kenneth	Mullane
Keiko	Muromatsu
Terry	Nelson
Vinh	Nguyen
Kirk	Silvernail
Bret	Simmons
Emily	Tarr
Craig	Tyran
Chantal	Van Esch
Mark	Yockey



VENUE MAP

GROUND FLOOR





NOTES
