



WAM 2023  
64<sup>th</sup> Annual Meeting  
March 22–25, 2023  
Whitney Peak Hotel, Reno, Nevada

**THEME:**  
Persistence: A Road to Success



MARCH 2022-25, 2023  
RENO, USA



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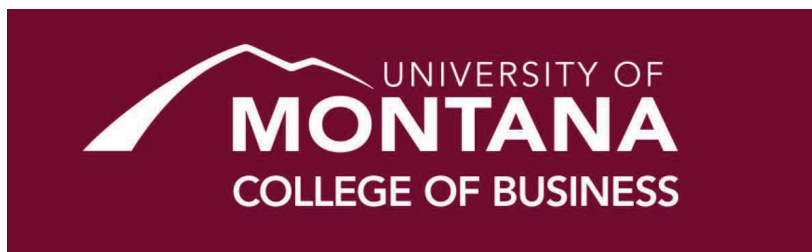


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## TABLE OF CONTENTS

---

WAM PROGRAM AT-A-GLANCE . . . . .	2
WAM FUTURE SITES . . . . .	4
2022-2023 WAM OFFICERS . . . . .	4
WAM 2023 PROGRAM SCHEDULE SUMMARY. . . . .	6
WAM 2023 PROGRAM SCHEDULE – THURSDAY, MARCH 23. . . . .	8
WAM 2023 PROGRAM SCHEDULE – FRIDAY, MARCH 24 . . . . .	10
WAM 2023 PROGRAM SCHEDULE – SATURDAY, MARCH 25. . . . .	40
WAM PRESIDENTS . . . . .	47
JMI SCHOLARS . . . . .	48
ASCENDANT SCHOLARS – 1982-2023 . . . . .	49
JOAN G. DAHL PRESIDENT’S AWARD RECIPIENTS. . . . .	51
ANDRÉ DELBECQ WAM ‘STATE OF MIND’ AWARD RECIPIENTS . . . . .	51
THANK YOU WAM 2023 TRACK CHAIRS AND REVIEWERS . . . . .	52
VENUE MAP. . . . .	53



## PROGRAM AT-A-GLANCE

<b>WEDNESDAY, MARCH 22</b>	
15:30-17:00	Doctoral & Junior Faculty Consortium
18:00-20:00	Doctoral & Junior Faculty Consortium Dinner

<b>THURSDAY, MARCH 23</b>	
07:00-08:00	Breakfast for Consortia & WCA
07:30-17:30	Registration Open
08:00-11:45	Doctoral & Junior Faculty Consortium
12:45-13:45	JMI Scholars at Doctoral & Junior Faculty Consortium
13:45-14:15	Doctoral & Junior Faculty Consortium
14:30-15:45	Workshop
16:00-17:15	WAM Opening Session / JMI Scholars Fireside Chat
17:30-19:30	WAM Opening Reception

<b>FRIDAY, MARCH 24</b>						
Room	Wheeler Peak	Relay Peak	Mt. Rose	Whitney Peak 3		
07:00-08:00	Newcomers' Breakfast					Registration Open
08:00-09:15	Symposium	Traditional Papers #1	Developmental Papers #1	Panel		
09:15-09:30	Coffee Break					
09:30-10:45	Symposium	Traditional Papers #2	Developmental Papers #2	Workshop		
10:45-11:00	Coffee Break					
11:00-12:15	Panel	Traditional Papers #3	Developmental Papers #3	Workshop		
12:15-14:00	Presidential Lunch & Awards					
14:00-15:15	Traditional Papers #4	Traditional Papers #5	Developmental Papers #4	Workshop		
15:15-15:30	Coffee Break					
15:30-16:45	Traditional Papers #6	Traditional Papers #7	Workshop	Workshop		
16:45-17:00	Coffee Break					
17:00-18:15	Ascendant Scholars Session					
18:30-21:30	WAM 2023 Dinner @ National Automobile Museum (Ticket required)					



MARCH 22-25, 2023  
RENO, NEVADA



SATURDAY, MARCH 25					
Room	Wheeler Peak	Relay Peak	Mt. Rose	Whitney Peak 3	
07:00-08:30	WAM Business Meeting & Breakfast				Registration Open until 12:00
08:30-09:45	Traditional Papers #8	Traditional Papers #9	Workshop	Workshop	
09:45-10:00	Coffee Break				
10:00-11:15	Traditional Papers #10	Traditional Papers #11	Workshop		
11:15-11:30	Coffee Break				
11:30- 12:45	WAM 2023 Closing Session				



## WAM FUTURE SITES

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**WAM 2024**  
**MARCH 13-16, 2024**  
**HILTON LONG BEACH, 701 W. OCEAN BLVD, LONG BEACH, CA 90831**

When selecting sites, WAM's Executive Committee discuss considerations that include budget, accessibility, the venue itself, and the attractiveness of the destination.

## 2022-2023 WAM OFFICERS

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President	Antoaneta Petkova, San Francisco State University
President Elect & Program Chair 2023	Lori Peterson, University of Tulsa
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## WAM'S CONFERENCE SERVICE PROVIDER

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WAM's Executive Committee continues to partner with Podium Conferences & Association Specialists to assist with conference planning and site selection.





MARCH 22-25, 2023  
RENO, NEVADA



### **WAM 2023 JMI Scholar**



Kimberly Elsbach,  
University of California – Davis

### **WAM 2023 Ascendant Scholars**

Phil Thompson, Virginia Polytechnic Institute and State University

Sarah Doyle, University of Arizona

Joseph Raffiee, University of Southern California

Michael Daniels, University of British Columbia

### **WAM 2023 Best Paper Award Finalists**

#### ***Best Doctoral Paper Finalists***

“Who Cares About The Recession And Corruption: I Will Always Have My Entrepreneurial Intentions” by Kevin Heupel

“Actor Engagement In Entrepreneurial Ecosystems: The Entrepreneurial Behavior Approach Of Entrepreneurial Orientation” by Sonny Nguyen

#### ***Best Traditional Paper Finalists***

“Fighting Incivility One Amplified Idea At A Time: Increasing Willingness To Voice In Uncivil Groups” by Kathryn Coll, Kristin Bain, Tamar Kreps, Elizabeth Tenney

“Changing, Changing, Changing’: Examining Knowledge Transfer Under Conditions OF Epistemic Instability” by J. Matthew Hughey, Craig Brimhall, Devin Rapp

“Entrepreneurial Cognitive Development: A Household Perspective” by Tobias Pret, Aviel Cogan



MARCH 22-25, 2023  
RENO, NEVADA



## WESTERN ACADEMY OF MANAGEMENT 2023 CONFERENCE SCHEDULE SUMMARY

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### THURSDAY, MARCH 23

07:00-08:00	BREAKFAST FOR CONSORTIA & WCA (Whitney Peak 1&2)
07:30-17:30	REGISTRATION OPEN (Pre-Function A)
08:00-14:15	DOCTORAL & JUNIOR FACULTY CONSORTIUM (Mt. Rose) Sponsored by the Management Department at University of Nevada – Reno & by CARMA
08:00-15:45	WCA CONFERENCE (Whitney Peak 3)
09:30-09:45	COFFEE BREAK (Pre-Function A)
11:45-12:45	LUNCH FOR CONSORTIA & WCA (Whitney Peak 1&2)
12:45-13:45	JMI SCHOLAR AND CONSORTIA
13:45-14:15	CONSORTIA
14:15-14:30	COFFEE BREAK
14:30-15:45	WORKSHOP (Mt. Rose) (Open to all)
15:45-16:00	COFFEE BREAK
16:00-17:15	WAM 2023 OPENING SESSION / JMI SCHOLAR FIRESIDE CHAT (Whitney Peak 1&2)
17:30-19:30	WAM 2023 OPENING RECEPTION (Cargo Room – Ground Floor)

### FRIDAY, MARCH 24

07:00-17:00	REGISTRATION OPEN (Pre-Function A)
07:00-08:00	NEWCOMER'S BREAKFAST (Whitney Peak 1&2)
08:00-09:15	CONCURRENT SESSIONS (see full schedule below)
09:15-09:30	COFFEE BREAK (Pre-Function A)
09:30-10:45	CONCURRENT SESSIONS (see full schedule below)
10:45-11:00	COFFEE BREAK
11:00-12:15	CONCURRENT SESSIONS (see full schedule below)
12:15-14:00	PRESIDENTIAL LUNCH & AWARDS (Whitney Peak 1&2) Sponsored by the Lam Family College of Business, San Francisco State University
14:00-15:15	CONCURRENT SESSIONS (see full schedule below)
15:15-15:30	COFFEE BREAK
15:30-16:45	CONCURRENT SESSIONS (see full schedule below)
16:45-17:00	COFFEE BREAK
17:00-18:15	ASCENDANT SCHOLARS (Whitney Peak 1&2)
18:30-21:30	WAM 2023 DINNER at National Automobile Museum (Ticket required) Sponsored by the University of Montana College of Business





MARCH 22-25, 2023  
RENO, NEVADA



CONFERENCE SCHEDULE SUMMARY CONTINUED...

**SATURDAY, MARCH 25**

07:00-12:00	REGISTRATION OPEN (Pre-Function A)
07:00-08:30	WAM BUSINESS MEETING & BREAKFAST (Whitney Peak 1&2) Sponsored by the College of Business, University of Nevada – Reno
08:30-09:45	CONCURRENT SESSIONS (see full schedule below)
09:45-10:00	COFFEE BREAK (Pre-Function A)
10:00-11:15	CONCURRENT SESSIONS (see full schedule below)
11:15-11:30	COFFEE BREAK
11:30-12:45	WAM 2023 CLOSING SESSION (Whitney Peak 1&2)



MARCH 22-25, 2023  
RENO, NEVADA



## WAM 2023 PROGRAM SCHEDULE

### THURSDAY, MARCH 23

#### SCHEDULE OVERVIEW

07:00-08:00	Breakfast for Consortia & WCA (Whitney Peak 1&2)
07:30-17:30	Registration Open (Pre-Function A)
08:00-14:15	Doctoral & Junior Faculty Consortium (Mt. Rose) Sponsored by the Management Department at University of Nevada – Reno & by CARMA
08:00-15:45	WCA Conference (Whitney Peak 3)
09:30-09:45	Coffee Break (Pre-Function A)
11:45-12:45	Lunch for Consortia & WCA (Whitney Peak 1&2)
12:45-13:45	JMI Scholar and Consortia (Mt. Rose)
13:45-14:15	Consortia
14:15-14:30	Coffee Break
14:30-15:45	Workshop (Mt. Rose)
15:45-16:00	Coffee Break
16:00-17:15	WAM 2023 Opening Session/JMI Scholar and Fireside Chat (Whitney Peak 1&2)
17:30-19:30	WAM 2023 Opening Reception (Cargo Room – Ground Floor)

#### 07:00-08:00      BREAKFAST FOR CONSORTIA & WCA

*Location: Whitney Peak 1&2*

#### 07:30-17:30      REGISTRATION OPEN

*Location: Pre-Function A*

#### 08:00-14:15      DOCTORAL & JUNIOR FACULTY CONSORTIUM Sponsored by the Management Department at University of Nevada – Reno & by CARMA

*Location: Mt. Rose*

#### 08:00-15:45      WCA CONFERENCE

*Location: Whitney Peak 3*

#### 09:30-09:45      COFFEE BREAK

*Location: Pre-Function A*

#### 11:45-12:45      LUNCH FOR CONSORTIA & WCA

*Location: Whitney Peak 1&2*



MARCH 22-25, 2023  
RENO, NEVADA



**12:45-13:45** JMI SCHOLAR AND CONSORTIA

Kimberly Elsbach, Stanford University

*Location: Mt. Rose*

**13:45-14:15** CONSORTIA

**14:15-14:30** COFFEE BREAK

**14:30-15:45** WORKSHOP 1: EXPLORATORY/CONFIRMATORY FACTOR ANALYSIS

*Location: Mt. Rose*

**Exploratory/Confirmatory Factor Analysis (EFA/CFA)**

Larry Williams<sup>1</sup>

<sup>1</sup>Texas Tech University

**Organizer contact:** Larry.Williams@ttu.edu

**Abstract:** EFA and CFA are widely used in management research, and many advancements in their use have been developed. This session reviews their conceptual similarities, how estimation occurs, and provides recommendations for their use. An example data set evaluated with both EFA and CFA will be used to demonstrate key points.

**14:15-14:30** COFFEE BREAK

**16:00-17:15** WAM 2023 OPENING SESSION/JMI SCHOLAR FIRESIDE CHAT

*Location: Whitney Peak 1&2*

**17:30-19:30** WAM 2023 OPENING RECEPTION

*Location: Cargo Room – Ground Floor*



MARCH 22-25, 2023  
RENO, NEVADA



## FRIDAY, MARCH 24

### SCHEDULE OVERVIEW

07:00-17:00	Registration Open (Pre-Function A)
07:00-08:00	Newcomer's Breakfast (Whitney Peak 1&2) Open to anyone who has attended fewer than 60 WAMs
08:00-09:15	Concurrent Sessions
09:15-09:30	Coffee Break (Pre-Function A)
09:30-10:45	Concurrent Sessions
10:45-11:00	Coffee Break
11:00-12:15	Concurrent Sessions
12:15-14:00	Presidential Lunch & Awards (Whitney Peak 1&2) Sponsored by the Lam Family College of Business, San Francisco State University
14:00-15:15	Concurrent Sessions
15:15-15:30	Coffee Break
15:30-16:45	Concurrent Sessions
16:45-17:00	Coffee Break
17:00-18:15	Ascendant Scholars (Whitney Peak 1&2)
18:30-21:30	WAM 2023 Dinner at National Automobile Museum (Ticket required) Sponsored by the University of Montana College of Business Directions from Whitney Peak Hotel: <ul style="list-style-type: none"> <li>• Head south on Virginia St.</li> <li>• Turn left onto second street headed towards the Baseball stadium</li> <li>• Before the stadium, take a right on Lake St. and continue over the river</li> <li>• Make a left on Mill St.</li> <li>• Turn left on Museum Dr.; National Automobile Museum is on the left!</li> </ul>

### 07:00-17:00      REGISTRATION OPEN

*Location: Pre-Function A*

### 07:00-08:00      NEWCOMERS BREAKFAST OPEN TO ANYONE WHO HAS ATTENDED FEWER THAN 64 WAMS

*Location: Whitney Peak 1&2*

### 08:00-09:15      SYMPOSIUM 1: POSITIVE PSYCHOLOGICAL CAPITAL

*Room: Wheeler Peak*

#### **The Past, Present, And Future Of Positive Psychological Capital**

Rebecca Reichard<sup>1</sup>, James Avey<sup>2</sup>, Daniel Smith<sup>1</sup>, Ketan Mhatre<sup>3</sup>

<sup>1</sup>Claremont Graduate University, <sup>2</sup>Central Washington University, <sup>3</sup>University of Redlands

**Organizer Contact:** Becky.Reichard@cgu.edu



**Abstract:** The symposium aims to discuss the origins, present state, and future of positive psychological capital (PsyCap) through multiple innovative review methods. A dominant construct in Positive Psychology, PsyCap reflects an individual's motivational propensity in a particular domain (e.g., work) and is composed of four interrelated, state-like components - hope, efficacy, resilience, and optimism. Although demonstrating the import of PsyCap, meta-analytic reviews are limited to narrow empirical studies. Lacking a comprehensive review of the burgeoning field of PsyCap, questions remain regarding its foundations' veracity, cutting-edge trends, and possible futures. This symposium brings together innovative bibliometric studies supplemented with in-depth content analysis to comprehensively and critically examine the past, present, and future of PsyCap. We conclude with a provocative discussion of the presenters' work and the broader concept of PsyCap and its applications.

**08:00-09:15**                      **TRADITIONAL PAPERS 1: ENVIRONMENTAL INNOVATION**

*Room: Relay Peak*

**Chair:** Andrew Hinrichs

**Exposure To Environmental Jolts And Economic Experimentation In A Nascent Industry: The Moderating Role Of Knowledge And Political Ties**

Jue Wang<sup>1</sup>

<sup>1</sup>*Penn State University*

**Organizer contact:** jjw6286@psu.edu

**Abstract:** Abrupt environmental changes, such as environmental jolts do not only create opportunities for firms' economic experimentation but also limit firms' access to resources for executing economic experimentation. This paper argues that whether firms choose to conduct economic experimentation after environmental jolts largely depend on firms' knowledge and political ties. The presence of knowledge or political ties provides firms with the resources needed for economic experimentation after environmental jolts. However, the diversity of knowledge and political ties have the opposite impact on the relationship between environmental jolts and firms' probability of economic experimentation. Using data collected on firms' economic experimentation in the nascent drone industry after the jolt of the COVID-19 pandemic, we found general support for these arguments.

**'That Is Not A Platform': Avoiding The Dilution Of Theories For Multi-sided Platform Marketplaces**

Ted Ladd<sup>1</sup>

<sup>1</sup>*Hult International Business School*

**Organizer contact:** ted@tedladd.com

**Abstract:** Multi-sided platform marketplaces are dominating entire industries, generating enormous revenues, and commanding large valuations. It is therefore not surprising that practitioners and scholars would attempt to expand the definition of a platform so that more types of businesses could bask in the reflected glow of these platform success stories. Unfortunately, these attempts are inaccurate, contorting platform theories beyond recognition or utility. Using a recent scholarly attempt to use platform theory to explain what is clearly not a platform activity, this article prompts an over-due discussion about the boundaries of platform theory. The benefit of such separation is the ability to construct businesses that use platform theory successfully to address many of the worlds most pressing problems.

**Reconceptualizing Breakthrough Innovation: A Bibliometric Analysis Of The Literature And Proposed Framework**

Avimanyu Datta<sup>1</sup>

<sup>1</sup>*Illinois State University; and Wichita State University*

**Organizer contact:** avimanyu.datta@gmail.com

**Abstract:** A surfeit of definitions for innovation types has resulted in the equivocal way breakthrough innovation is defined and used in the academic literature. The term breakthrough is often synonymously used with radical, disruptive, discontinuous, or stated results of radical innovations built to destroy past competencies. Such misperception may lead to several problems. First, it confuses breakthrough with competence destroying innovations, radical innovations, and product innovations. Second, if a breakthrough is equated with radical or competence destroying innovations, or new product launches, we assume that firms



MARCH 22-25, 2023  
RENO, NEVADA



risk disbanding their existing technologies. Such activities without a clear path have shortcomings such as integration costs and information overload, leading to inconclusive results and the high complication of combining dissimilar innovations. Lastly, we do not know how these innovations relate to each other with a lack of comprehensive understanding. We analyze the extant literature using bibliometric method and propose a Configuration-Application-Performance framework that provides an evaluative assessment of types of innovations and their thematic linkages. This framework allows us to resolve some myths on how innovation has been conceptualized and operationalized. It also helps future researchers understand breakthroughs from an innovation performance perspective.

### **If Habermas Meets Foucault On Developing A Critical Learning Theory For The Prevention Of Future Disasters**

Nobuyuki Chikudate<sup>1</sup>

<sup>1</sup>Hiroshima University

**Organizer contact:** cikudate@hiroshima-u.ac.jp

**Abstract:** This study suggests a learning theory stemming from Habermasian critical theory and Foucaultian power theory in order to prevent similar types of disasters in future. It is true that Habermas and Foucault developed completely different sets of ideas, languages, concepts, and methodologies, i.e. Frankfurt School vs. French post-structuralism. However, these two philosophers demonstrated their methodologies of social inquiries for the 'ills' for the contemporary societies. The ill for the presenting inquiry is the disaster of the Fukushima Dai-ichi Nuclear Power Plant (FDNPP) of Tokyo Electric Power Company (TEPCO) that happened on March 12 and 14, 2011. It may be true that this disaster may be an 'exhausted' case because so much has been said and analyzed since 2011. However, we have not seen many inquiries from the perspectives of social theories. Thus, this study offers a learning theory based on these methodologies by using the case of FDNPP's disaster.

08:00-09:15

ROUND TABLES - SESSION 1

Room: Mt Rose

**Table Number:** 1

**Chair:** Johnna Capitano

### **Cultural Norms In Text Based Vs. In Person Communication**

Suraj Sharma<sup>1</sup>, Zhaleh Semnani-Azad<sup>1</sup>

<sup>1</sup>California State University, Northridge

**Organiser contact:** suraj.sharma@csun.edu

**Abstract:** As businesses become more international, there is an increasing need to further understand cross-cultural communication. Additionally, businesses are increasingly using digital mediums for communication, illuminating the need to understand cultural norms of communication on digital interfaces. Fluid and effective communication between international business managers relies on cross-cultural competencies and knowledge of communication norms and business etiquette. We explore theories on Protestant Relational Ideology, Face and High/Low Context communication and extend these theories to propose how greetings, praising and indirectness may be enacted on digital mediums.

### **Hybrid Companies And Communication Of Prosocial Identity**

Hyeonjin Cha<sup>1</sup>

<sup>1</sup>University of Oregon

**Organiser contact:** hcha@uoregon.edu

**Abstract:** Communicating an organization's identity to members is crucial to organizational performance and survival. However, little is known about how hybrid companies-organizations pursuing prosocial missions while also engaging in commercial activities-convey their identity content to internal stakeholders. Drawing on key insights from prosocial certifications, organizational identity, and strategic legitimation literatures, I posit that organizational leaders of hybrid companies act as identity custodians and may use prosocial certifications as schema, a set of cognitive categories that give meaning and authority to the otherwise conflicting values of hybrid companies. Incorporating qualitative approaches to theory building with inductive



MARCH 22-25, 2023  
RENO, NEVADA



case studies, I plan to develop a process model describing how hybrid company leaders can use a prosocial certification to more clearly communicate its identity to members.

### **Longitudinal Perceptions Of Value: A Conceptual Paper About Hype And The Threshold Of Over-Hype**

Aaron Pagel<sup>1</sup>

<sup>1</sup>University of Oregon

**Organiser contact:** apagel@uoregon.edu

**Abstract:** Hype is at the heart of persuading others to move toward an imagined future, and thus its mechanisms need to be better defined and understood to guard against the slippery slope that leads from hype, over-hype, and (in extreme cases like Theranos) fraud. The emerging literature around hype management highlights the importance of understanding this phenomenon, but it is limited by the lack of a foundational framework by which to study and measure the heuristics and biases that influence longitudinal decision-making at an individual level, which could then lead to nuanced research at a collective level and hopefully result in a generalizable model of hype management. This conceptual paper makes the case for understanding the relationship between time and individual perceptions of value which would contribute to literature on entrepreneurship, innovation, and nascent market development. It also offers a research path toward being able to define the threshold between hype and over-hype.

### **The Contours And Consequences Of Carceral Logics In Organizations**

Verónica Rabelo<sup>1</sup>, Oscar Stewart<sup>2</sup>

<sup>1</sup>San Francisco State University, <sup>2</sup>College of Charleston

**Organiser contact:** rabelo@sfsu.edu

**Abstract:** The twin crises of the COVID-19 pandemic and successive police murders of Black community members amplified calls for divestment from law enforcement and investment into intentionally-under-resourced communities. These calls were not always well received given the pervasiveness of carceral logics embedded within the fabric of virtually every societal institution. Carceral logics are rooted in the foundation of many U.S. organizations and institutions, and undergird pervasive responses for addressing harm within organizations. Carceral logics are inherently paradoxical; although people wield this logic under the pretense of public safety, they instead produce and exacerbate the very harms they seek to redress. In this conceptual paper, we seek to trace the origins of carceral logics, provide evidence for their existence and persistence throughout organizational life, and propose alternative ways of addressing, preventing, and responding to harm in organizations.

**Table Number:** 2

**Chair:** Nicholas Rhew

### **(A Teammate's) Failure Is The Best Teacher: The Role Of Information Type And Group Context On Vicarious Learning Outcomes**

Craig Brimhall<sup>1</sup>, Kathryn Coll<sup>2</sup>, Yu Rong<sup>2</sup>, Diana Achoka<sup>2</sup>, Bryan Bonner<sup>3</sup>

<sup>1</sup>University of California-Los Angeles (UCLA), <sup>2</sup>University of Nevada, Reno, <sup>3</sup>University of Utah

**Organiser contact:** craig.brimhall@anderson.ucla.edu

**Abstract:** We explore what factors influence the effectiveness of vicarious learning outcomes. In a pilot and two studies, we find that people learn more from group members than non-group members and from observing failures than observing successes. Lastly, we propose a third study to test the role of psychological proximity in vicarious learning from group members.

### **Commensurate Measurement And The Threat Of Order Effects In Fit Research**

Kyle Ehrhardt<sup>1</sup>

<sup>1</sup>University of Colorado Denver

**Organiser contact:** kyle.ehrhardt@ucdenver.edu



MARCH 22-25, 2023  
RENO, NEVADA



**Abstract:** In this empirical developmental paper, I examine the threat of order effects in person-environment fit research using a between-subjects experimental design. Results from a sample of 631 individuals offers preliminary evidence that, in some circumstances, a researchers study design decisions may meaningfully influence assessments of person-environment fit.

### **The Landscape Of Strategic Opportunism In Labor Market Search**

Pooria Assadi<sup>1</sup>, Vikram Bhargava<sup>2</sup>

<sup>1</sup>Sacramento State, <sup>2</sup>George Washington University School of Business

**Organiser contact:** pooria.assadi@csus.edu

**Abstract:** The human resource management literature primarily contends that firms and candidates search the labor market to improve the efficacy of filling a vacancy and securing a job. We argue that, through strategic and opportunistic motivations, the labor market participants may engage the market for reasons other than what is traditionally assumed. At times, firms engage the market even without having a vacancy to gain insights into the labor market conditions or send much-desired growth signals to various stakeholders. Candidates too, at times, engage the market even without intending to secure a job to affirm their value or renegotiate their prospects with their current employers. By specifying how firms and candidates may be, in part or instead, strategically motivated, we conceptualize a labor market search typology that provides a more complete account of why the labor market participants engage the market and help reinterpret previously held irrationalities or poor judgements.

**Table Number:** 3

**Chair:** Kirk Silvernail

### **No One Is An Island: How Managerial Success Predicts Employee Motivation To Improve Performance**

Gerard Beenen<sup>1</sup>, Shaun Pichler<sup>1</sup>, Andrew Yu<sup>2</sup>, Wangxi Xu<sup>2</sup>

<sup>1</sup>California State University, Fullerton, <sup>2</sup>University of Melbourne

**Organiser contact:** gbeenen@fullerton.edu

**Abstract:** Based on conservation of resources (COR) theory, we propose that managerial success constitutes a personal resource that managers can sustain and extend by facilitating a work unit environment that encourages employee feedback seeking, which in turn predicts employees' motivation to improve. We further posit procedural climate as a cross-level moderator of the relationship between feedback seeking environment and employee motivation to improve. We test and find support for our model with a multi-level sample and analysis of 657 employees nested within 85 work units in a large healthcare organization.

### **Leadership Development And Well-Being: What Difference Are We Making?**

Ayse Yemiscigil<sup>1</sup>, Dana Born<sup>2</sup>, Horace Ling<sup>2</sup>

<sup>1</sup>Fordham University, Gabelli School of Business, <sup>2</sup>Harvard Kennedy School

**Organiser contact:** ayemiscigil@fordham.edu

**Abstract:** We propose that leadership competencies are not the only important outcomes that could be cultivated in leadership development; leaders well-being may also improve. The present research tested five preregistered hypotheses about positive changes in well-being in leadership development. In a quasi-experimental longitudinal study, a large multi-cohort sample of senior leaders from a leadership development program and a matched control group were studied. The results showed that over the short-term, leadership development had a positive impact on wellbeing, increasing sense of purpose in life and personal growth and decreasing stress. After six months, changes in well-being were reduced. No significant differences were observed between online and in-person leadership development programs. This research highlights leadership development's potential as a well-being intervention that can deliver psychological and professional value.





### **The Sustainable Development Goals And Business Students' Preferences: An Exploratory Study On Preference Changes Pre And Post Pandemic**

James Westerman<sup>1</sup>, Chelsea Gulliver<sup>1</sup>, Yalcin Acikgoz<sup>1</sup>

<sup>1</sup>*Appalachian State University*

**Organiser contact:** westermanjw@appstate.edu

**Abstract:** The COVID-19 pandemic can be characterized as a punctuated equilibrium event which exerted a significant shock to worldwide systems, including higher education. This exploratory research examines the impact of the COVID pandemic on business higher education. We investigate whether student preferences for the Sustainable Development Goals have shifted using pre- and post-pandemic data collections. A cluster analysis is undertaken to determine pre- and post-COVID. Implications of the results for teaching SDGs to business students are discussed.

**Table Number:** 4

**Chair:** Scott Bryant

### **Gently Loved: All Of The Fashion, None Of The Guilt**

Cristina Nistor<sup>1</sup>, Mine Ucok Hughes<sup>2</sup>, Ekin Pehlivan<sup>3</sup>

<sup>1</sup>*Chapman University*, <sup>2</sup>*California State University, Los Angeles*, <sup>3</sup>*California State University, Channel Islands*

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**Abstract:** Fashion is a way for people to express their personality, connect socially, express their authentic selves within a society and participate in a shared experience of consumption. Consumers may have different motivations for choosing what types of fashion they purchase. In response, retailers and manufacturers have increased the offerings for their fashion apparel. More recently, online platforms that offer gently used fashion connect buyers and sellers online and offer additional options for fashion apparel. These platforms have sprung up in response to a demand from young consumers to have a sustainable option for fashion. Used or second hand apparel has been sold traditionally in brick-and-mortar stores, however technology advancements have allowed the newer consumers (eg Gen Z tweens or college students) to make purchases easily in an online context that mirrors social media. In this paper we aim to understand the reasons for consumers to adopt gently loved fashion.

### **Reframing Organizational Transparency**

Vernita Perkins<sup>1</sup>

<sup>1</sup>*Transformgi LLC*

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**Abstract:** Organizational transparency is a bold necessity for any organization. The old maxims of competitive privacy fade under shards of fear, greed, and a workplace model based on plantations and factories, where workers were merely an exploited means to an end. Dominant groups may be incapable of believing this origin information, due to foundations in discomfort avoidance and power dynamics. Yet, mass departures due to The Great Resignation, Covid-19 and its variants, racial disparities, and political divisiveness have resulted in an untrustworthy workplace culture. Organizations have given performative statements towards silencing disagreeable information, including appropriating social justice language, censoring differing views or redirecting content and conversations away from issues. Transparency offers an effective way to build trust and allows employees and organizational members to know they are safe, heard, and welcome.

### **Transparency Of CSR Communication Among SMEs**

Aynur Nabiyeva<sup>1</sup>

<sup>1</sup>*University of Massachusetts Boston*

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**Abstract:** Existing research has largely assumed uniformity in small company CSR communication; nevertheless, mission-driven SMEs are increasingly engaging in CSR communication with various degrees of transparency in their communication. To better



understand this phenomenon, we theorize the transparency of SME CSR communication based on CSR integration in employee training and stakeholder salience in governance. We hypothesize that the incorporation of CSR concepts into employee training and stakeholder representation in the firm's governing body will increase the transparency of CSR communication. Preliminary results from an unbalanced panel of 990 firms offer support for our hypotheses.

**08:00-09:15** **PANEL 1: GENDER EQUITY IN THE WORKPLACE**

*Location: Whitney Peak 3*

**The Persistent Pursuit Of Gender Equality In The Workplace: A Panel On The Trials Women Encounter At Work And How Organizations Can Help Women Leaders Flourish**

Kelly Hall<sup>1</sup>, Silvia Clark<sup>1</sup>, Maureen Andrade<sup>1</sup>, Ruthann Cunningham<sup>1</sup>, Jill Jasperson<sup>1</sup>, Jonathan Westover<sup>1</sup>, LynnAnn Erickson<sup>1</sup>

<sup>1</sup>Utah Valley University

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**Abstract:** Despite decades of efforts to promote gender equality, there is a persistent need for leaders and scholars to direct their attention to improving gender equality in the workplace. This panel offers an in-depth discussion of the trials women encounter in the workplace, how those trials impact leadership progression, and the type of leadership and organizational actions needed to support women's career advancement.

**09:15-09:30** **COFFEE BREAK**

**09:30-10:45** **SYMPOSIUM 2: CURRENT STATE OF MANAGEMENT RESEARCH**

*Location: Wheeler Peak*

**The Current State Of Management Research And Its Seminal Work: A Goldilocks Story Of Not Too Boring, Not Too Repetitive, But "Just Right"?**

James Downing<sup>1</sup>, Richard Stackman<sup>2</sup>

<sup>1</sup>Naval Postgraduate School, <sup>2</sup>University of San Francisco

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**Abstract:** This workshop is designed to provide a thought-provoking discussion consistent with what it means to be 'Wammy' and the intent of our partnered publication, Journal of Management Inquiry to be catalytic. As such, participants need to have considered and be ready to discuss what has been missed in the management field's classics and the branches of research streams stemming from those seminal works. Beyond what has been overlooked from the field's classics (or seminal works), what is yet to be discovered, if anything? Alternatively, which seminal works have (or have not) aged well? Are there classic works that should be replicated? Join us as WAM continues to build our bond with JMI. One desired outcome of this workshop is a published curated work in JMI.

**09:30-10:45** **TRADITIONAL PAPERS 2: THE MIND OF THE ENTREPRENEUR**

*Location: Relay Peak*

**Chair:** Suzanne Zivnuska

**Meta-Analytic Review, Synthesis, And Directions for The Future Of Entrepreneurial Passion Research**

Bart Debicki<sup>1</sup>, Frederik Riar<sup>2</sup>, Shanshan Qian<sup>1</sup>, Chao Miao<sup>3</sup>, Franz Kellermanns<sup>4</sup>

<sup>1</sup>Towson University, College of Business and Economics, <sup>2</sup>Karlsruhe Institute of Technology, <sup>3</sup>Salisbury University, <sup>4</sup>University of North Carolina-Charlotte and WHU (Otto Beisheim School of Management)

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**Abstract:** Entrepreneurial passion has gained increasing scholarly attention in recent years. Although past research has



MARCH 22-25, 2023  
RENO, NEVADA



expanded our understanding of this phenomenon, the variety of constructs and contexts that have been studied presents a need for the entrepreneurial passion literature to be effectively analyzed. Using meta-analytic techniques, we systematically review constructs that have been examined as antecedents and outcomes of entrepreneurial passion and its inherent domains (i.e., passion for inventing, founding, and developing). We also conduct post-hoc meta-analyses regarding team-level entrepreneurial passion. This meta-analysis is based on a sample of 54 studies containing 332 effect sizes. Our results provide empirical insights into the impact of personal characteristics (e.g., age, gender, self-efficacy, human capital), firm characteristics (e.g., firm size, firm age), and macro-level characteristics (e.g., environmental dynamism) on entrepreneurial passion and its domains.

### **Actor Engagement In Entrepreneurial Ecosystems: The Entrepreneurial Behaviour Approach Of Entrepreneurial Orientation**

Sonny Nguyen<sup>1</sup>

<sup>1</sup>University of South Alabama

**Organizer contact:** sln2021@jagmail.southalabama.edu

**Abstract:** Despite the popularity of the emergence of entrepreneurial ecosystems, there is a lack of measurement scales to respond to the high demand for empirical research, and the domain of entrepreneurial systems remains under-theorized. The limited research also has not explored the value of resource dependence theory and entrepreneurial behavior integration into entrepreneurial ecosystems. Therefore, this study fills in the above gaps by making four meaningful contributions. First, this study will extend and improve current measurement scales for entrepreneurial ecosystems. Second, the study integrates resources dependency theory into the entrepreneurial ecosystems research domain. Third, the study illuminates the interaction between firms and entrepreneurial ecosystems. Fourth, the entrepreneurial behavior approach of entrepreneurial orientation is explored as an enhancement to the entrepreneurial ecosystem.

*\*This paper is a finalist for the WAM 2023 Best Doctoral Paper Award*

### **Relationships Between Firm Competences, Entrepreneurial Mindsets And An Entrepreneur's Worldview**

Janice Black<sup>1</sup>, Yvonne Smith<sup>2</sup>, Nicholas Rhew<sup>3</sup>

<sup>1</sup>Western Carolina University, <sup>2</sup>University of La Verne, <sup>3</sup>University of Southern Indiana

**Organizer contact:** blackj@wcu.edu

**Abstract:** Entrepreneurs directly shape the future, but how? The authors outline the links between firm level competencies and the more recent construct in the literature, entrepreneurial mindset. These two constructs and the relationships between them are presented in detail. As a final link into the range of entrepreneurial paths taken to reach a future goal, we include the influences (direct and indirect from an entrepreneur's personal worldview. Their worldview like their mindset is socially constructed and so will be impacted by past experiences and developed meanings. This base model could be expanded in the future to address religious worldview impacts, and national culture impacts through a worldview.

### **Entrepreneurial Cognitive Development: A Household Perspective**

Tobias Pret<sup>1</sup>, Aviel Cogan<sup>2</sup>

<sup>1</sup>Illinois State University, <sup>2</sup>University of Strathclyde

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**Abstract:** Little is known about the role others play in entrepreneurs' cognitive capabilities. Based on a longitudinal, qualitative study, we find that entrepreneurs' cognitive development is a highly interactive process. Our data show that household members help entrepreneurs challenge unproductive thought processes and instead engage in positive cognitive practices. Specifically, we find that household emotional support facilitates the practice of self-efficacious, optimistic, hopeful and resilient ways of thinking. Contrary to the view that these psychological assets are 'state-like', we reveal them to be higher-level cognitive capabilities. Our study also highlights the everyday and affective nature of this process by demonstrating that it relies upon daily interaction and emotional co-regulation within emotionally intimate relationships. Thus, our findings help articulate the socio-emotional foundations of entrepreneurial cognition and portray these as stabilising, rather than encumbering.

*\*This paper is a finalist for the WAM 2023 Best Traditional Paper Award*



09:30-10:45

**ROUND TABLES – SESSION 2**

*Location: Mt Rose*

**Table Number:** 1

**Chair:** Matthew Barlow

### **Exploring Changes In Student Entrepreneurial Mindset Over Time**

Scott Bryant<sup>1</sup>, Kregg Aytes<sup>1</sup>, Agnieszka Kwapisz<sup>1</sup>

<sup>1</sup>Montana State University

**Organiser contact:** scottbryant@gmail.com

**Abstract:** We analyzed the change in entrepreneurial mindset for undergraduate students after three years. Our results suggest that overall, there were no big changes in all dimensions of an entrepreneurial mindset (EM) during the three years as measured by the Engineering Student Entrepreneurial Mindset Assessment (ESEMA). We found that Growth Mindset was the most influential dimension in the increase of EM among other related measures of traits and attitudes (Emotional Intelligence, Gratitude, Growth Mindset, and Grit). Finally, we found that entrepreneurial action three years after the original study was positively and significantly related to the level of EM interest in the original survey. Entrepreneurial intention three years after the original study was significantly and positively related to higher levels of EM Ideation and the increase in this dimension over the three years.

### **Fear-Based Followership, The Bully Leader, And A Climate Of Fear: A Social Constructionist Perspective**

Rebecca Trotter<sup>1</sup>, Maureen Wetzel<sup>2</sup>, J. Lee Whittington<sup>3</sup>, Brian Murray<sup>3</sup>

<sup>1</sup>Dallas Baptist University, <sup>2</sup>Lendflow and University of Dallas, <sup>3</sup>University of Dallas

**Organiser contact:** mwetzel@udallas.edu

**Abstract:** Leadership is a process that involves the complex interaction of leader attributes, follower traits, and the context within which the relationship of the leader and follower are embedded. In this paper we utilize this process-based perspective to investigate a specific form of the leadership process: The abusive bully leader. We utilize the elements of the toxic triangle that is formed when dark leader, submissive followers, and a conducive environment interact to create an abusive relationship between a leader and his or her followers. We will argue that the toxic triangle provides the ingredients for the negotiated roles formed through a grant-claim process that ultimately creates a climate of fear. We conclude with a discussion of the implications for future research. Keywords: Toxic Triangle, Destructive Leadership, Climate of Fear.

### **Humble Or Transformational Leadership: Fostering Employee Creativity And Innovation**

Sophia Thomas<sup>1</sup>

<sup>1</sup>Arizona State University

**Organiser contact:** srthom11@asu.edu

**Abstract:** Although leader humility has been of interest in recent years, humble leadership research is fairly new compared to more accepted leadership theories like transformational leadership. It has even been suggested that humble leadership could be a stronger antecedent to these outcomes than other leadership concepts. This study will answer the research questions: Does humble leadership more strongly predict employee perceived creativity and innovation than transformational leadership? This study will use meta-analysis to demonstrate what we currently know about the effect of humble leadership and transformational leadership on creativity and innovation.

### **Identifying & Measuring The Leadership Style That Generate Positive Outcomes In A Crisis-Situation In The African Context**

Soukaina Barnichi<sup>1</sup>

<sup>1</sup>Mohamed IV Polytechnic University in Benguerir

**Organiser contact:** Soukaina.barnichi@um6p.ma



**Abstract:** Leadership and Crisis are closely intertwined concepts. However, literature has not revealed which leadership style would generate a positive outcome in a crisis situation in the African context. In addition, the over-focus on ensuring business resilience in a crisis-situation undermines focus on employee engagement and need-fulfilment, where they are equally important and needed. This study addresses these gaps through measuring the relationship between the three prominent leadership styles, which are transformational, transactional and paradoxical leadership and the outcome variables of need-fulfilment and employee-engagement under the moderating effect of crisis. With the end-goal of identifying the leadership style that generates the positive outcomes.

**Table Number:** 2

**Chair:** Nichole Wissman-Weber

### **Do Effective Leaders Equal Successful Leaders? An Empirical Investigation Of The Dark Side Personality Antecedents Of Leader Emergence And Effectiveness**

Guohong Han-Haas<sup>1</sup>

<sup>1</sup>Youngstown State University

**Organiser contact:** ghan@ysu.edu

**Abstract:** In the present study, I will use current theory in personality research to inform an investigation of the individual differences underlying leader emergence and leadership effectiveness evaluations. Prior research has shown that although normal personality traits can be consistently related to leadership outcomes, their effects are not very impressive. One alternative that has been suggested is to test the subclinical personality traits (also called dark side personality) that function as leader derailleurs. In the present study, I will investigate the degree to which subclinical traits predict ratings of leader effectiveness and leadership potential in a large organizational setting. I hypothesize that these traits will not only add significant incremental validity over traditional personality measures, but will also offer key insights into the mechanisms by which such evaluations are made.

### **How Networks Readjust: Partner Disappearance In The Thoroughbred Horse Industry**

Darcy Fudge Kamal<sup>1</sup>, Cristina Nistor<sup>2</sup>

<sup>1</sup>Sacramento State, <sup>2</sup>Chapman University

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**Abstract:** In this proposed research, we look at how partner disappearance changes social networks in the Thoroughbred Horse Industry. Founder deaths and restructuring can have a profound impact on the remaining players in the industry. We propose to analyze how the remaining industry participants adapt and adjust to the partner disappearing from the network. We propose to study horse breeding partnerships, and firm exits from 2010-2014.

### **Measuring Entrepreneurial Resilience: Scale Development And Validation**

Christopher Stevens<sup>1</sup>, Yemisi Awotoye<sup>1</sup>, Israel Kpekpena<sup>2</sup>

<sup>1</sup>Gonzaga University, <sup>2</sup>Ghana Institute of Management and Public Administration

**Organiser contact:** stevensc@gonzaga.edu

**Abstract:** Research attempting to study the resilience of entrepreneurs has grown steadily. However, recent events, most notably COVID-19 have necessitated further research that helps us better understand the nature, predictors, benefits, and outcomes of resilience among entrepreneurs and business owners. This paper aims to investigate the nature and role of resilience among entrepreneurs, delineate entrepreneurial resilience from general resilience, and to develop a scale to measure entrepreneurial resilience.



MARCH 22-25, 2023  
RENO, NEVADA



### **Tame The Narcissistic Self: The Buffering Effect Of Humility**

Yu Rong<sup>1</sup>, Jinyu Hu<sup>1</sup>

<sup>1</sup>University of Nevada, Reno

**Organiser contact:** yrong@nevada.unr.edu

**Abstract:** To better understand the complexity of personal attributes, we investigate how the two seemingly paradoxical individual characteristics, narcissism, and humility, might interact to influence an individual's sense of psychological entitlement, which has been shown to be a cognitive pattern associated with narcissism. The preliminary survey (n = 268) seemed to support our proposed counter-balancing benefit of humility. This is an encouraging first step to further explore the self-based psychological and attitudinal mechanisms for the combining effects of seemingly paradoxical traits like narcissism and humility.

**Table Number:** 3

**Chair:** Emmeline de Pillis

### **Hybrid-Flexible Teaching & Learning And Student Self-Determination**

Craig Seal<sup>1</sup>, Di Fan<sup>2</sup>, Shammi Gandhi<sup>3</sup>, Maria Garcia Guzman<sup>1</sup>, Selina Sanchez<sup>1</sup>, Alana Olschwang<sup>4</sup>, Dara Thap<sup>1</sup>, Dana Abdelkhalig<sup>1</sup>

<sup>1</sup>California State University, San Bernardino, <sup>2</sup>University of Illinois, Urbana-Champaign, <sup>3</sup>New Mexico State University, <sup>4</sup>California State University, Dominguez Hills

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**Abstract:** There are currently multiple teaching modalities available to instructors. Although the terms vary, in general you have (a) classroom instruction; (b) online asynchronous; (c) online synchronous; and (d) hybrid. However, all these models are linear, assuming a one-size fits all approach whereby students follow the pre-determined modality path laid out by the instructor. However, what if a course design considers student self-determination, where the learner can move between modalities based on her or his choice, while not sacrificing the quality of content or experience? Such is the potential promise of the hybrid-flexible modality, which takes blended learning (a mixture of classroom and online) to a new level. In this conceptual, developmental paper, we review the integration of learning modalities (blended), discuss the hybrid-flexible model, and then consider implications for student-self-determination and the impact on design and assessment toward building persistence.

### **Organizational Change And OCB In US, Mexico And China Etc and Emic Prospective: An Exploratory View Of How Employees Speak Their Minds**

Zerui Chen<sup>1</sup>, Luis Ortiz<sup>1</sup>

<sup>1</sup>New Mexico State University

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**Abstract:** The purpose of this paper aims to explain organizational change in a cross-cultural environment through the perspective of forty-one employees in a Mexican Maquiladora, 4 Chinese employees and American as seen in the Literature. While Chinese of a latter generation often see no organizational change they do move within their organizations in their career. The Mexicans at a former Bell company, AT&T, Lucent and becoming Vetech Technologies in Mexico provided access to various employees (many positions and departments) within the organization in order to understand how organizational changes affect employees of different levels of the organization. The forty-one structured in-depth interviews conducted lasted anywhere from thirty minutes to hour per interview. The study found that employees in Mexico give their organizational loyalty primarily to their immediate manager, then identify with their in-house management, and finally give their loyalty & obtain a sense of pride in a corp.

### **Scrubs In The Classroom: A Resource On Neurodiversity And Organizational Behavior**

Eric Lamm<sup>1</sup>, Robert Bonner<sup>1</sup>,

<sup>1</sup>San Francisco State University

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**Abstract:** This resource review presents a novel way of using video that will allow instructors to more efficiently and effectively use video to help students understand organizational behavior (OB) concepts. An episode from the sitcom, *Scrubs*, depicting the life of young medical residents at a teaching hospital, is presented. The episode can be used to illustrate the underemphasized topic of neurodiversity, an often-neglected topic in OB courses. By using the episode in its entirety, students are able to analyze events in context, something that is impossible to do when using short clips from movies and television. In addition to the focus on neurodiversity, using the full episode is worthwhile because the episode is so rich in content that it can be applied to every week of a traditional OB course.

### **Theorizing The Block Chain: How Solidified Historic Imagination Changes Under Decentralization, Deregulation, And The Loss of Fiat**

Chet Barney<sup>1</sup>, Rohny Saylor<sup>2</sup>, Hank Strevel<sup>3</sup>,

<sup>1</sup>University of South Dakota, <sup>2</sup>University of Washington Vancouver, <sup>3</sup>Purdue University Fort Wayne

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**Abstract:** The history a community imagines creates the meaningful realities they live in. While some research shows how different aspects of a community's history can be remembered or forgotten, most research focuses on how a community tells its story and changes the way communities experience the past and think about the future. The purpose of this paper is to theorize the blockchain by looking at how different communities have responded to changes in centralization, regulation, and fiat. These historical shifts in can be seen as the result of conflicting institutional orders that produce community logics, which are applied to the social, relational and discursive properties of solidified historical imagination, fungible nouns often called commodities. We theorize three paths for the future: 1) Continued struggle between different visions of legitimate order; 2) Increased chaos due to a breakdown in legitimacy 3) An increase in efforts to stabilize current ordering arrangements. Examples given.

**Table Number:** 4

**Chair:** Lalit Manral

### **CEO Emotion And Initiating Strategic Change In The U.S Performance Sport Boat Industry**

Brent Opall<sup>1</sup>, Shawn Yang<sup>1</sup>

<sup>1</sup>University of Wisconsin Eau-Claire

**Organiser contact:** opallb@uwec.edu

**Abstract:** In today's global and increasingly rigorous competitive environment, firms must react and adapt to significant driving forces in ways that are persistent and build success. The responsibility to initiate change and lead firms through this dynamic environment falls to management, in particular, the CEO. As proposed, this research proposal will explore the relationship of positive and negative affect (e.g., emotion and mood), as expressed in communications by the CEO, as it relates to initiating strategic change in the U.S. performance sport boat industry. The study will cover five years (2016-2021) which are both unique and critical to examine as driving forces in the industry in that time have changed dramatically. This exploratory study uses a linguistic approach complimented by descriptive statistics to examine this phenomenon.

### **COVID-19 Impacts On The Job Satisfaction-Gender Gap**

Maureen Andrade<sup>1</sup>, Kelly Hall<sup>1</sup>, Angela Schill<sup>1</sup>, Jonathan Westover<sup>1</sup>

<sup>1</sup>Utah Valley University

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**Abstract:** Research on job satisfaction and gender have yielded mixed results, underscoring the need for additional research on how men and women may experience job satisfaction differently. This study builds on extant literature by examining how extrinsic rewards, intrinsic rewards, work relations, and work-life balance contribute to job satisfaction and how the effects of such may vary by gender. It offers a unique contribution in that we examine these relationships in the context of the COVID-19 pandemic. Using measurement items from the International Social Survey Programme Work Orientation Module, we collect data from 766 employees in the United States who were employed throughout the pandemic. We propose to analyze respondents'



MARCH 22-25, 2023  
RENO, NEVADA



work orientation and job satisfaction data using a multi-step approach, and we offer a preliminary discussion on the scholarly and managerial implications of this study.

### **Everybody Needs A Hobby: Empirical Study Of The Eudaimonia And Well-being Of Female Entrepreneurs**

Sally Deck<sup>1</sup>

<sup>1</sup>Gonzaga University

**Organiser contact:** sallydeck@icloud.com

**Abstract:** The question of eudaimonic well-being among entrepreneurs is intensively debated with scholars arguing that positive mood enhances creativity and arguing that a progress loop feeds creativity that leads to innovation, a critical component of entrepreneurship. However, these arguments have not adequately considered the ways in which female entrepreneurs balance personal and professional well-being. This paper acknowledges the challenges women face in prioritizing well-being and demonstrates with qualitative data that having non-commercialized artistic leisure activities improves entrepreneurial adaptability and innovation. Non-commercialized artistic activities include the creation of tangible products that are not intended for sale or use within their entrepreneurship, but are created for the eudaimonic pleasure they afford, contributing to the balanced well-being of the entrepreneurs.

### **Signaling Theory In College Football Recruiting: How On-Field Gameplay Entices Recruits**

Jeremy Foreman<sup>1</sup>, Dylan Williams<sup>2</sup>

<sup>1</sup>University of Louisiana at Lafayette, <sup>2</sup>University of Alabama

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**Abstract:** College football programs invest hundreds of thousands of dollars annually to lure the highest-rated recruits to their programs. Magnusen et al. (2017) suggested extending signaling theory to college recruiting. Signaling theory argues organizations utilize a variety of subtle messages to promote or convey information about their firm to individuals. While Magnusen et al. (2017) examined the effects of performance-, reputation-, and support-based signals on college basketball recruiting, there remain several signals that may be more alluring for recruits that were unaccounted for in the recruiting literature. For example, some athletes are motivated by immediate playing time and driven to attend schools with that opportunity. Teams averaging more plays per game or more yards per play may be more exciting for recruits. The purpose of this study is to examine the recruiting performances of college football teams based on several subtle signals that may be enticing to recruits.

**09:30-10:45**

## **WORKSHOP 2: IMPROVISATION FOR INCLUSIVENESS**

*Location: Whitney Peak 3*

### **Improvisation For Inclusiveness: Organizing To Humanize In Digital Age**

Jyoti Bachani<sup>1</sup>

<sup>1</sup>Saint Mary's College of California

**Organiser contact:** jyb19@stmarys-ca.edu

**Abstract:** In these divisive times when the world feels Volatile, Uncertain, Complex and Ambiguous (VUCA), improvisation offers one way to feel our way towards reconnecting with our new normal, and rebuilding institutions to be more diverse, equitable and inclusive. Using experiential exercises for self-check-in by every individual, with their body, mind and spirit, this workshop will engage the participants in co-creating group dynamics to learn about how to be inclusive and the subtle ways that exclusion and power is enacted in the everyday. Theater improv games are a structured way to bring your whole human self to try out different roles and to connect with others in a playful manner. With pauses for sharing reflections on the experiences, everyone processes their experience, with verbal, physical, emotional, social actions and interactions, to learn from each other. Humor is a gentle way to bring down barriers and tackle sensitive and subtle forms of exclusion enacted in social settings. Former participants observed that "laughter has no accent" and "there is a lot of emotion in the room, which is usually not expressed in other professional spaces". How do we express ourselves, uphold our own and others' dignity (Hicks, 2011), or negotiate





MARCH 22-25, 2023  
RENO, NEVADA



inevitable conflicts? Embodied experience takes us beyond the dry language of theories, to learn by doing, in a supportive community. No prior improv experience required.

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

**11:00-12:15** **PANEL 2: COME ONE, COME ALL**

*Location: Wheeler Peak*

**Come One, Come All: A Way To Make Academic Soup (Addressing The Needs Of Our University, Local Community, And Our Own Research Pursuits)**

Krystal Miguel Rawls<sup>1</sup>, Sharonda Bishop<sup>2</sup>, Craig Seal<sup>3</sup>, Patrick Flaherty<sup>3</sup>, Andrew Beechko<sup>3</sup>, Di Fan<sup>4</sup>, Selina Sanchez<sup>3</sup>, Maria Garcia Guzman<sup>3</sup>, Shammi Gandhi<sup>5</sup>

<sup>1</sup>California State University Dominguez Hills, <sup>2</sup>Cal Poly Pomona, <sup>3</sup>California State University San Bernardino, <sup>4</sup>University of Illinois, Urbana-Champaign, <sup>5</sup>New Mexico State University

**Organiser contact:** kmrawls@csudh.edu

**Abstract:** A wide and deep professional network allows individuals to share expertise, collaborate on projects, and increase learning through socialized professional development. On this panel, we discuss the creation, purpose, equity aspect, and implementation of a transdisciplinary group comprised of faculty, staff, students, and community partners. Considering the lens in which each member can contribute, groups can engage their expertise in a variety of fields to not only operate a unique consulting firm within their local community, but also provide mentorship to emergent leaders and academics in the university population and fulfill the promise of completing rigorous scholarship through research collaborations and case studies. The panel will incorporate insights from tenured-track professors, lecturers, university staff, and students who provide their unique perspectives on a wide variety of academic and community-based projects.

**11:00-12:15** **TRADITIONAL PAPER 3: ENTREPRENEURIAL EXPERIENCES**

*Location: Relay Peak*

**Chair:** Rohny Saylor

**Aspiring To Be An Entrepreneur While On Paid Employment: A Moderated Mediation Model Of Entrepreneur Identity Aspiration**

Ted Paterson<sup>1</sup>, Lei Huang<sup>2</sup>

<sup>1</sup>Oregon State University, <sup>2</sup>Auburn University

**Organizer contact:** ted.paterson@oregonstate.edu

**Abstract:** For many who are on paid employment, becoming an entrepreneur one day is not just a dream but a constructed future self that is central to who they want to be and how they choose to think and act. Building on the reciprocal relationship proposed between agentic work behaviors and thriving in the socially-embedded model of thriving, we propose that those exploring an entrepreneur identity would be more likely to experience a state of thriving (i.e., learning and vitality) when under the supervision of a humble leader. We predicted that thriving would result in heedful relating in the context of the leader-follower relationship (co-production of leadership and upward delegation). Using time-lagged survey data collected from 241 employees and their direct supervisors, we found support for our hypotheses. We conclude with a discussion of the theoretical and practical implications of our study, its limitations, and future research directions.

**An Acquired Taste? How Employees' Prior Experience With An Algorithm And Work Characteristics Affect Their Current Algorithm Use**

Peter Madsen<sup>1</sup>, Robin Dillon<sup>2</sup>

<sup>1</sup>Brigham Young University, <sup>2</sup>Georgetown University

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**Abstract:** Many firms are currently implementing algorithmic solutions with the goals of increasing productivity and efficiency. Extant research suggests that human employees may display algorithm aversion by underutilizing the algorithms available to them at work. One factor that may ameliorate employee algorithm aversion is employee familiarity with an algorithm. But the effect of employee experience using an algorithm over significant periods of time in a work setting is not known. In this paper, we utilize a unique data set on employee use of a rail traffic control algorithm by employees in a large European rail firm from 2018 to 2020. We find that the effect of employee experience on algorithm use is complex, with experience with the algorithm, experience completing work tasks manually, and work task characteristics all jointly determining employee algorithm use.

**Agents Of Change And Strategic Renewal Of Hollywood Movies: How Change In Core Crew, And Narrative Transformation Affects Financial Performance**

Avimanyu Datta<sup>1</sup>, Smita Srivastava<sup>2</sup>, Arvin Sahayam<sup>3</sup>

<sup>1</sup>Illinois State University, <sup>2</sup>Wichita State University, <sup>3</sup>Washington State University

**Organizer contact:** avimanyu.datta@gmail.com

**Abstract:** We employ a resource reconfiguration perspective to examine how the core crew changes influence Hollywood moviefranchises' strategic renewal process through narrative transformation. Specifically, we argue that in the context of the motion picture industry, represented through intensive human capital use and shorter product cycles, franchises' financial performance is influenced by the reconfiguration of the core crew members. Utilizing a large set of hand-collected longitudinal data for a sample of 1,120 movies nested among 337 franchises produced between 1948 and 2019 (over 71 years), we find that sequels or prequels made by reconfigured core crews motivate narrative transformation and attract audiences, generating superior revenue. Our results highlight that human resource reconfiguration triggers a strategic renewal process that leads to higher franchise financial performance.

11:00-12:15

**ROUND TABLES – SESSION 3**

*Location: Mt Rose*

**Table Number:** 1

**Chair:** Randy Fowler

**Employees' Perceptions Of Identity Threat And Facades of Conformity**

Bahareh Javadizadeh<sup>1</sup>, Lisa Brady<sup>2</sup>

<sup>1</sup>Indiana State University, <sup>2</sup>Southeastern Louisiana University

**Organiser contact:** bahareh.javadizadeh@indstate.edu

**Abstract:** We contribute to the 'facades of conformity' literature by suggesting that individuals whose identity is being devalued in the organization may seek to create facades of conformity as a strategy to cope with the threat. We suggest turnover as a direct outcome for both creating facades of conformity and identity threat in the organization. Moreover, we suggest that the existence of a climate of authenticity can alleviate the negative outcomes of creating facades of conformity for employees. By introducing a climate of authenticity as a moderator for the relationship between creating facades of conformity and organizational identity and turnover, we suggest that employees can revitalize the loss of resources that they endured due to frequent engagements in creating facades of conformity in the workplace.

**Examining The Role Of Group Size, Gratitude, And Reciprocity On Individual Purchasing Behavior Within A Wine Tasting Context**

Christopher Bradshaw<sup>1</sup>, Andrew Hinrichs<sup>1</sup>, Jarrett Kotrozo<sup>1</sup>

<sup>1</sup>California State University, Stanislaus

**Organiser contact:** cbradshaw3@csustan.edu

**Abstract:** Wine is an ancient, well-established, global industry with origins as far back as 8,000 years ago, when Neolithic man first aged red wine (Keys, 2003). In 2020, the industry produced 26.3 billion liters of wine while consumers bought 23.3 billion liters (International Organization of Vine and Wine, 2022). Wine tourism is also big business: California attracted 23.6 million



MARCH 22-25, 2023  
RENO, NEVADA



tourists in 2017 who combined spent nearly \$10 billion on wine (McKee, 2017). The wine industry, and wine tasting specifically, represents fertile ground to explore small group research. Although the wine industry is quite large, most people's experience with wine occurs with friends and family; in small, intimate groups. Building on the work of Kolyesnikova and Dodd (2008), this paper will discuss and expand on research on small group behavior as well as reciprocity (i.e., gratitude and obligation) in the context of a wine tasting-experience.

### **Professional Or Entrepreneur? Examining Entrepreneurial Identity In Professional Fields**

Brandon Fogel<sup>1</sup>, Jeffrey Cavanaugh<sup>1</sup>

<sup>1</sup>University of Nebraska - Lincoln

**Organiser contact:** bfogel2@huskers.unl.edu

**Abstract:** While entrepreneurship researchers have attempted to pull the concept of identity into their research through the creation of entrepreneurial identity, the use has focused almost primarily on the role of the entrepreneur and not the other roles or social memberships that the entrepreneur possesses. We attempt to pull entrepreneurial identity into the larger identity research by studying the impact of professional identity. We consider how professional identity can influence the relationship between entrepreneurial identity and an expected outcome: Entrepreneurial passion. We expect to see that individuals will have differences in professional and entrepreneurial identities that will affect what motivates them to pursue an entrepreneurial endeavor.

### **Should Organizations Communicate With New Employees Prior To Their First Day? An Examination Of Segmentation Preferences And Need For Affiliation**

Johnna Capitano<sup>1</sup>, Maxine Gesualdi<sup>1</sup>

<sup>1</sup>West Chester University of Pennsylvania

**Organiser contact:** jcapitano@wcupa.edu

**Abstract:** Organizational socialization is the process by which newly hired employee "learns the ropes" of an organization. Most organizational socialization research is focused on the accommodation stage of the process, beginning on the first day of work. By contrast, the preceding stage, known as anticipatory socialization (or preboarding), has received scant attention in the years since socialization stage models were developed. Notably, advances in technology have enabled exponential increases in the volume of communication between an organization and an individual who has accepted a job offer. In this study, we explore the anticipatory stage of employee socialization, specifically how organizational preboarding communication affects new hire attitudes. Furthermore, we plan to examine two individual differences' need for affiliation and work-home segmentation preferences' that strengthen or weaken the relationship between organizational preboarding communication and new hire attitudes.

**Table Number:** 2

**Chair:** Russell Seidle

### **Dark Followership: The Making Of A Dark Leader**

Annette Bolding<sup>1</sup>, J. Lee Whittington<sup>1</sup>, Brian Murray<sup>1</sup>

<sup>1</sup>University of Dallas

**Organiser contact:** lbolding@udallas.edu

**Abstract:** The emergence and perpetuation of dark leadership is the result of a socially constructed relationship between a leader and their followers. In this paper we are combing Padilla et al, (2007) toxic triangle and Klein & House's (1995) metaphor of fire to look at the attributes of followers who are susceptible to a dark leader. We propose that implicit followership theories, personality traits and follower vulnerability are the antecedents to the social constructs allowing dark leadership to emerge and continue.



MARCH 22-25, 2023  
RENO, NEVADA



### **Employee Gender Moderates The Relationships Between Manager PDM Behavior And Employee Voice Behaviors Via Employee Received Respect And Personal Sense Of Power: A Moderated Serial Mediation Model**

Robert Chico<sup>1</sup>

<sup>1</sup>Arizona State University

**Organiser contact:** rchico@asu.edu

**Abstract:** This study aims to examine the relationship between managers' participative decision-making behavior and employees' constructive voice behaviors. Based on Goldstein and Hays' (2011) illusory power transference effect, I argue that a manager's willingness to allow employees the ability to participate in the decision-making process and an employee's constructive voice behavior are sequentially mediated by employees feeling respected by their managers' and employees' personal sense of power when their managers are not present. In addition, I argue that employees' gender moderates this indirect relationship leading to constructive voice behavior. The implications of this research contend that managers play a key role in their employees' voice behavior, where managers can facilitate their employees to use their voices by treating them with respect and sharing power with them, which is particularly important for female employees relative to male employees.

### **Microaggression, Strength Of The Ties, And Trust**

Feigu Zhou<sup>1</sup>, Kyle Stockdall<sup>1</sup>, Lu Zuo<sup>2</sup>

<sup>1</sup>The University of Memphis, <sup>2</sup>The University of Alabama

**Organiser contact:** fzhou2@memphis.edu

**Abstract:** Microaggressions are known to damage employee well-being, yet the degree to which they impact interpersonal relationships is unclear. We examine the impact of microaggressions on levels of trust between individuals in a dyad. Specifically, we test how the strength of social ties between the victim and aggressor moderates the damage to trust felt by the victim toward the aggressor. We utilize existing theory on the strength of ties, social network analysis, and trust within organizations to expand understanding of a distinct category of subtle discrimination.

### **The Advancement of Women Managers In Publicly Traded Corporations In Peru: A Grounded Theory Protocol**

Sara Huaman-Morillo<sup>1</sup>

<sup>1</sup>Pontificia Universidad Católica del Perú

**Organiser contact:** saritarhm@gmail.com

**Abstract:** The gendered organization remains a reality for women seeking corporate leadership positions in the developing countries of Latin America. Gender inequality contributes to an earning gap and limits the career advancement of women in corporations. Despite attempts to legislate solutions and implement corporate social responsibility guidelines to promote gender equality, the literature suggests favorable results materialize at the governance level, less at the executive level, and rarely at the management level of the organization. The research literature indicates the trickle-down effect has not materialized as anticipated which may be explained by women continuing to encounter hidden barriers common to gendered organizations such as glass ceilings, glass cliffs, labyrinths, and sticky floors. As such, the purpose of this grounded theory study is to understand the career advancement of women seeking managerial positions of greater responsibility in public traded Peruvian companies.

**Table Number:** 3

**Chair:** Christopher Stevens

### **Black To Work Persistently**

Vernita Perkins<sup>1</sup>

<sup>1</sup>Transformgi LLC

**Organiser contact:** vperkins@transformgi.com



MARCH 22-25, 2023  
RENO, NEVADA



**Abstract:** This conceptual paper identifies and addresses the civilizational justice dilemma faced by modern employees in the global workforce as they pondered their 87% work disengagement, abruptly pivoted at onset of Covid-19 self-quarantines, grappled with their work trauma, and settled into a life-threatening future of exposed to political divisiveness and the disintegration of a post-racial perceived democracy, technological distractions, and self-interested obsessions. From this framework, the paper explores and examines the more egregious lived experiences with Workplace Plantations, and how anti-Blackness informs the laborious exploitation of most, if not all, employees as a foundational basis for labor and the problematic exchange of labor for compensation, and capitalized consumerism.

### **Exploring The Dark Side Of Mindfulness: Management's Appropriation Of Contemplative Practices**

Virginia Bratton<sup>1</sup>, Myleen Leary<sup>1</sup>, Suzanne Zivnuska<sup>2</sup>

<sup>1</sup>Montana State University, <sup>2</sup>California State University, Chico

**Organiser contact:** vbratton@montana.edu

**Abstract:** In this theoretical working paper, we examine two competing approaches to mindfulness as they relate to moral disengagement as well as organizational (affective commitment and turnover intentions) and individual outcomes (job strain and burnout). Past explorations of mindfulness in management literature have centered primarily on what we present as traditional trait mindfulness, which focuses on processes that are more oriented toward the self. Lovingkindness-compassion mindfulness is an alternate approach that focuses more on the interconnection of the self with all living things. We develop a model and propositions which suggest differential relationships between these two competing concepts of mindfulness based on their relationships with the mediator of moral disengagement.

### **Online International Learning Projects For Global Competence**

Michael Fields<sup>1</sup>

<sup>1</sup>Eastern Oregon University

**Organiser contact:** mkfields@eou.edu

**Abstract:** With the continued globalization of the workforce today it has become critical for today's workers to be globally competent. For workers to be globally competent it is essential that they gain the necessary experiences and skills while completing their college education. To gain these competencies, institutions of higher education need to produce graduates with high intercultural and global competence. To gain these skills students must have formal and informal experience to have the greatest impact on their competence during their college experience. This research project explores the impact of the experience of Collaborative, Online International, Learning (COIL) projects on student global and international competence at a rural, public, four-year liberal arts university. Students in a 100-level business course participated in a COIL project with students from a Japanese university.

### **You Can Be Your Own Hero: Effects of Inheriting Superhero Nicknames**

Hanqui Ma<sup>1</sup>

<sup>1</sup>University of Nevada, Reno

**Organiser contact:** Mahanqiu@Nevada.unr.edu

**Abstract:** Nicknames are a common phenomenon in school and workplace. Many people have their nicknames and also would like to give other people nicknames. However, the research regarding how having a nickname might affect individual's behavior and performance is limited. By integrating self-awareness theory and self-determination theory, this paper examines the effects of inheriting superhero nicknames. Specially, we propose a conceptual model to unpack the motivational mechanisms underlying the relationship between adopting a superhero name and workplace attitudes and performance. Moreover, this paper aims to highlight the practical implications of adopting superhero nicknames in workplace.



**Table Number:** 4

**Chair:** Brent Opall

**Deglobalization: The Strategic Decision-Making Theory Effects**

Danny White<sup>1</sup>

<sup>1</sup>Arvest Bank / George Fox University

**Organiser contact:** dannywhite@icloud.com

**Abstract:** Current strategic management theory specific to strategic decision-making process theory developed fully within a globalization context. As globalization gives way to deglobalization, the currently accepted strategic decision-making process model requires adjustment and flexibility for crossing the bounds between the globalization and deglobalization contexts. The current work intends to establish need for reform in the current standing model and presents propositions for future research to validate the recommended process theory changes. This paper presents a historical basis for necessary change through review of the research literature and phasal breakdown of the existing theoretical model for specific formulation of a more comprehensive approach. The work presents multiple implications for research, education, and practice alike.

**Differentiation Of Self: What Can Entrepreneurial Teams Learn From Family Therapy?**

Rebecca Franklin<sup>1</sup>

<sup>1</sup>New Mexico State University

**Organiser contact:** rjfphd@nmsu.edu

**Abstract:** Differentiation of self, a construct from family systems theory, is described and applied to entrepreneurship. More specifically, discussion is focused on how differentiation of self is associated with higher emotion regulation skills, and ability to cope with anxiety and stress. The construct is also applied to conflict and cohesion among entrepreneurial teams.

**Who Shall Succeed? A Sheep Or A Tiger? The Effects Of Board Of Directors' Facial Masculinity On CEO Successors**

Sicong Zhang<sup>1</sup>, Sam Cho<sup>1</sup>, Jonathan Arthurs<sup>1</sup>

<sup>1</sup>Oregon State University

**Organiser contact:** zhangsi@oregonstate.edu

**Abstract:** Drawing on research on facial masculinity and a sociopolitical view, this study examines how boards of directors facial masculinity is related to incoming CEOs' facial masculinity vis-à-vis outgoing CEOs. We find that more masculine boards are more likely to hire less masculine incoming CEOs vis-à-vis outgoing CEOs because they could increase their influence over the incoming CEO. In addition, when a firm's prior performance is poor and product market threat is high, the proclivity to choose less masculine CEOs becomes weaker because unfavorable competitive position induces them to choose more masculine CEO successors who can change the unfavorable competitive position the firm faces. This study contributes to the literature by highlighting how the board of directors' facial masculinity influences the characteristics of incoming CEO successors.

**Swell, Groovy, And Lit But Not Professional? Student Perceptions Of Young Faculty In Professional Programs**

Chantal van Esch<sup>1</sup>, Anju Leach<sup>1</sup>, Robert Bonner<sup>2</sup>, Yifeng Fan<sup>3</sup>, Brittany Buis<sup>4</sup>

<sup>1</sup>Cal Poly Pomona, <sup>2</sup>San Francisco State University, <sup>3</sup>Fairfield University, <sup>4</sup>University of Illinois Chicago

**Organiser contact:** cvanesch@cpp.edu

**Abstract:** This study aims to investigate how the prototypical faculty image in business schools will affect student's perceptions of younger and older faculty. We propose a survey-based mixed-methods study which will use an intersectional lens to look at multiple facets of student perceptions of faculty.



MARCH 22-25, 2023  
RENO, NEVADA



11:00-12:15

**WORKSHOP 3: ADDRESSING WORKPLACE MISTREATMENT**

*Location: Whitney Peak 3*

**-Ism Incubator: Ideas For Addressing Workplace Mistreatment In The Classroom**

Verónica Rabelo<sup>1</sup>, Oscar Stewart<sup>2</sup>

<sup>1</sup>San Francisco State University, <sup>2</sup>College of Charleston

**Organizer contact:** rabelo@sfsu.edu

**Abstract:** In recent years, we have witnessed the growth of collective conversations around oppression, including racism, sexism, and ableism. In response, management educators increasingly are interested in addressing these “isms” in the classroom, yet may face concerns regarding when and how to do so. This “-Ism Incubator” provides participants with tools for addressing workplace mistreatment, including sample classroom exercises, recommended instructional materials (e.g., peer-reviewed research articles, podcast episodes, documentaries), and the opportunity to design an activity or assignment to help students more effectively prevent and respond to workplace mistreatment. Additionally, this workshop will address concerns and best practices for addressing workplace mistreatment in the classroom, including scaffolding, addressing common myths and misconceptions, managing triggers and activating moments, and assessing student learning.

12:15-14:00

**PRESIDENTIAL LUNCH & AWARDS**

**Sponsored by the Lam Family College of Business, San Francisco State University**

*Location: Whitney Peak 1&2*

14:00-15:15

**TRADITIONAL PAPER 4: FOR THE FUTURE: EMPLOYEES, LEADERS AND GRAND CHALLENGES**

*Location: Wheeler Peak*

**Chair:** Janice Black

**Organizational Scaffolding For Climate Adaptation: How Intermediaries Manage Evaluative Tensions Between Local And External Stakeholders**

Nichole Wissman<sup>1</sup>, Amanda Bertana<sup>2</sup>, Stephan Manning<sup>1</sup>

<sup>1</sup>University of San Diego, <sup>2</sup>Southern Connecticut State University

**Organizer contact:** nwissmanweber@sandiego.edu

**Abstract:** The grand challenge of preparing for climate impacts through climate adaptation relies on intermediaries, including local NGOs, consulting firms, and government agencies. Climate adaptation elicits evaluative tensions coming from what we call the ‘dual organizational complexity.’ The dual organizational complexity includes evaluation ambiguity in (1) the interconnectedness and co-evolutionary dynamics of locally bounded social and ecological systems and (2) an increasingly complex network of interconnected organizations, including a diverse set of public, private, and semi-private actors who provide funding, market power, and expertise. We find that intermediaries address evaluative tensions through ‘dual scaffolding’ or building socio-material infrastructures that can support resilience and increase evaluative and adaptive capacity for future projects, albeit imperfectly. This study highlights how intermediaries navigate tensions and complexity in adaptation.

**Organizing For Grand Challenges: Enacting A Bridging Capacity To Cultivate Attention To And Action On Cross-scale Dynamics**

Brooke Lahneman<sup>1</sup>, Jennifer Howard-Grenville<sup>2</sup>

<sup>1</sup>Montana State University, <sup>2</sup>University of Cambridge

**Organizer contact:** brooke.lahneman@montana.edu

**Abstract:** Effective organizing to address societal grand challenges is both urgently needed and undertheorized. Extant theory highlights challenges organizations face in directing their attention to issues unfolding across multiple temporal and spatial scales, and points to new ways organizations can coordinate and collaborate. In this paper we draw on a qualitative study that



MARCH 22-25, 2023  
RENO, NEVADA



exposes how a voluntary standards organization in the U.S. Pacific Northwest wine industry developed and enacted a 'bridging capacity,' which cultivated attentional engagement to cross-scale dynamics and enabled it to support substantive action on sustainability for member organizations across and within multiple scales. Our analysis divulges four attention-based mechanisms associated with a bridging capacity: Sourcing, decoding, revealing, and converting. Our model illuminates how a bridging capacity can enable systems-based organizing and an appropriate repertoire for working within complex systems.

### **Alliance Activity And The Need For Affiliation**

Steven Hyde<sup>1</sup>, Eric Bachura<sup>2</sup>, Darcy Fudge Kamal<sup>3</sup>, Meghan Thornton-Lugo<sup>4</sup>

<sup>1</sup>Boise State University, <sup>2</sup>University of Texas San Antonio, <sup>3</sup>California State University-Sacramento, <sup>4</sup>University of Akron

**Organizer contact:** stevenhyde@boisestate.edu

**Abstract:** It is widely known in micro fields such as organizational behavior and psychology that motivation is an important predictor of behavior. Yet the alliance and upper echelons literatures have largely overlooked this important antecedent. A deeper understanding of a CEO's motivations can illuminate why a firm may engage in higher levels of alliance activity while another firm may not. In this study, we explore how CEO needs 'a manifestation of internal motivation' may impact alliance activity. The results of our study demonstrate that the motivations of CEOs 'namely, their need for affiliation' have a non-linear relationship with alliance activity. More specifically, the results suggest an initial positive relationship between the need for affiliation and alliance activity. However, at high levels of affiliation the CEOs concern for harmony with their board becomes more important, resulting in lower alliance activity. We further also explore the 'harmony seeking' mechanism further through

### **Investing In Employees: A Life History Perspective**

Daniel Jones<sup>1</sup>, Fran McKee-Ryan<sup>1</sup>, Yuri Ostrovsky<sup>2</sup>, Edit Szabo<sup>1</sup>

<sup>1</sup>University of Nevada Reno, <sup>2</sup>Massachusetts Institute of Technology

**Organizer contact:** djones2@unr.edu

**Abstract:** Despite the benefits it provides, many firms do not formally train employees. This lack of training is most absent in firms facing inadequate resources, high turnover, and instability. Such firms either cannot afford formal employee training, view it as a suboptimal investment, or fear that training may backfire. Further, even if firms decide to formally train, it is unclear when training becomes beneficial during the growth of a firm. It is further unclear how much training employees should receive, and which employees should receive such training. Because resources (e.g., time, money) are finite, it is critical to allocate those resources carefully, regardless of whether they go towards training, recruiting, or other areas of the firm. Thus, in some cases, focusing on recruitment, rather than training, is the best course of action. These same principles of investment have been studied in human evolution with respect to Life History Strategy (LHS), with respect to parental investment.

14:00-15:15

**TRADITIONAL PAPER 5: LEADERS AND STRATEGIC CHANGE**

*Location: Relay Peak*

**Chair:** Arthur DeGroat

### **Read Like A Book: Strategic Predictability And Decreasing Firm Performance With CEO Tenure In Highly Competitive Industries**

Peter Madsen<sup>1</sup>

<sup>1</sup>Brigham Young University

**Organizer contact:** petermadsen@byu.edu

**Abstract:** Competitive dynamics work suggests that leaders of firms attempt to predict the likely future actions of their competitors, and that firms that can successfully make such predictions gain competitive advantage. In this paper, we integrate competitive dynamics theory with upper echelons theory to propose that CEO tenure plays a key role in strategic predictability in that competitors have more opportunity to observe, and learn the behavioral tendencies of, more tenured CEOs, creating a negative relationship between CEO tenure and firm performance. Our theory also suggests that factors that influence competitors' motivation to learn about a CEO 'such as competitive rivalry and competitive interaction importance' strengthen





MARCH 22-25, 2023  
RENO, NEVADA



the negative effect of CEO tenure on firm performance. We test our theory of strategic predictability in the context of the National Football League (NFL) from 1970-2019, finding strong support for our hypotheses and theory.

### **The Effects Of Race, Position, And Market Size On Subsequent Head Coach Opportunities For Former NFL Head Coaches**

Jeremy Foreman<sup>1</sup>, Robert Turick<sup>2</sup>, Dylan Williams<sup>3</sup>

<sup>1</sup>University of Louisiana at Lafayette, <sup>2</sup>National Collegiate Athletic Association, <sup>3</sup>University of Alabama

**Organizer contact:** jeremy.foreman@louisiana.edu

**Abstract:** Descriptive statistics indicate Black former NFL head coaches may experience diminished career opportunities relative to White former NFL head coaches. Using a framework for subsequent CEO career opportunities, our survival analysis examining the relationship between race and subsequent NFL head coach opportunities for former NFL head coaches revealed Black former NFL head coaches are about 39% more likely than non-Black head coaches to secure subsequent NFL head coaching opportunities. Additionally, Black former NFL head coaches whose most recent positions were something other than NFL head coach were more likely than non-Blacks to secure subsequent NFL head coach positions. However, Black former NFL head coaches whose most recent coaching position was in a large media market were less likely to secure subsequent NFL head coaching opportunities.

### **CEO General Ability And Strategic Change - The Moderating Effects Of Firm Slack And Firm Age**

Tushar Shah<sup>1</sup>, Marwan Al-Shammari<sup>1</sup>, Soumendhra Banerjee<sup>1</sup>, Ajith Venugopal<sup>1</sup>

<sup>1</sup>Northeastern State University Oklahoma

**Organizer contact:** shaht@nsuok.edu

**Abstract:** This paper aims to add to the growing academic research to unravel the different antecedents and boundary conditions of strategic change. The impact of several CEO characteristics on strategic change have been studied, but the effect of CEO general ability is yet to be explored. The earlier dichotomous views of deterministic versus voluntaristic are now being replaced by a dialectical perspective involving a combination of both. We examine how the voluntaristic view of managerial choice in terms of using firm slack and the deterministic view of firms inherent deterministic characteristic of age moderate the relationship between CEOs general ability and strategic change. We find that the positive relationship between these two is moderated by both, firm slack as well as firm age. Whereas firm age negatively affects the relationship, firm slack has a positive effect.

14:00-15:15

**ROUND TABLES – SESSION 4**

*Location: Mt Rose*

**Table Number:** 1

**Chair:** Lauren Simon

### **A Job Embeddedness Perspective On Employee Change Anxiety**

Feigu Zhou<sup>1</sup>, Kyle Stockdall<sup>1</sup>

<sup>1</sup>The University of Memphis

**Organiser contact:** fzhou2@memphis.edu

**Abstract:** Although change is necessary for organizations, research suggests most organizational change initiatives fail. Reducing individual change anxiety is thus vital to successful change implementation. This research proposal wants to test a model of individual change anxiety that posits the role of individual organizational commitment as its primary antecedent.

### **CEO, Board Of Directors' Masculinity, And Acquisition Premium**

Sicong Zhang<sup>1</sup>

<sup>1</sup>Oregon State University

**Organiser contact:** zhangsi@oregonstate.edu



MARCH 22-25, 2023  
RENO, NEVADA



**Abstract:** Drawing on recent studies on CEO's facial masculinity and acquisition premiums, this research aims to explore how the CEOs facial masculinity and board of directors' facial masculinity affect the focal CEOs decision on acquisition premium pays. This study finds that masculine CEO tend to pay higher premiums, but the board of directors' masculinity play an important role in constraining acquisition premiums. This study also finds that the board of directors' demographic diversity weakens the willingness of board members to effectively monitor managerial actions. This study contributes to CEO literature and corporate governance literature by suggesting the effect of masculinity on the CEO's risk-taking decisions and the boards willingness to governance control.

### **Crisis Management Innovations: Purpose, Types, Mechanisms, And Process**

Sarah Kovoov-Misra<sup>1</sup>

<sup>1</sup>University of Colorado Denver

**Organiser contact:** sarah.kovoov@ucdenver.edu

**Abstract:** Innovations are a critical part of effective crisis management. They may be created or adopted prior to a crisis, be part of the solution during a crisis, or enable the organization to recover and change postcrisis. However, despite its significance, there is a lack of clarity as to the definition of crisis management innovations (CMI), and an understanding of its purposes, types, mechanisms, and process. In this conceptual paper, I argue that CMI are a subclass of organizational innovations that differs from its other forms. I define CMI, and discuss its types, purposes, underlying mechanisms, process, differences from other forms of organizational innovations, and the implications for future research and practice.

### **The Asset Value Of Demand-Side Strategic Investments**

Lalit Manral<sup>1</sup>

<sup>1</sup>University of Central Oklahoma

**Organiser contact:** lmanral@uco.edu

**Abstract:** Our exploration of the asset value of firms' temporally heterogeneous demand-side expenses seeks to achieve two main objectives. First, we seek to develop a robust conceptual framework that explains how [firms'] demand-side operating costs contribute to firm value. In doing so, we not only address a conceptual gap in the strategy literature but also provide a conceptual framework for the finance and/or accounting scholars to settle an ongoing debate concerning the extent and magnitude of the future benefits of demand-side operating expenses. Second, we seek to empirically validate our theoretical assertion concerning the asset value of demand-side expenses by estimating the unobserved asset value associated with various demand-side expenses (e.g., selling, marketing, advertising, etc.) and investments (e.g., branding, trademarks, etc.). We identify the contribution of this estimated asset value to the observed enterprise value.

**Table Number:** 2

**Chair:** Luis Ortiz

### **An Examination Of Entrepreneurial Strategic Choice In The Presence Of Resource Constraints**

Christopher Bradshaw<sup>1</sup>

<sup>1</sup>California State University, Stanislaus

**Organiser contact:** cbradshaw3@csustan.edu

**Abstract:** The exploitation of an entrepreneurial opportunity occurs within an environment that is resource-constrained; If the person that perceives an opportunity is not resource-constrained, he or she would be engaging in arbitrage, not entrepreneurship (Alvarez & Barney, 2004). Resources, as described in this paper, include the physical, human, and organizational capital available to a firm (Barney, 1991). The resource-constrained nature of the environment that entrepreneurs operate in plays a significant role in shaping both the strategies and outcomes of opportunity exploitation (Read & Sarasvathy, 2005). Two models, bricolage and effectuation, attempt to illuminate the decision-making processes entrepreneurs use in deciding which strategies to follow in exploiting the opportunities they have identified. This paper is structured in the following manner: first, the two models are described in detail; second, the similarities between the two models are shown, as well as the



power of combining them to gain further understanding of the relationship between resource constraints and strategic choice; lastly, the implications for entrepreneurs, investors, and suggestions for future research are discussed.

### **MNC International Expansion Patterns And The Effects Of Institutional Distance**

Diana Achoka<sup>1</sup>

<sup>1</sup>University of Nevada, Reno

**Organiser contact:** dachoka@unr.edu

**Abstract:** In this paper, we will trace the expansion paths of two giant retail MNCs for 30 years while searching for presence of expansion patterns in the face of complexities associated with foreign markets. We then examine the effects that institutional distance may have on firms pace of international expansion in both long- and short-term time periods, and use the concept of “added” instead of home-country institutional distance. Distance shows up through processes of layering, where new differences are added onto existing ones. Thus, added distance implies the dissimilarities (e.g., in culture, technology, etc.) between the new (unfamiliar) international subsidiary and the closest (familiar) existing subsidiary. Applying an integrated theory of institutions and internationalization, we hypothesize that MNCs will first expand into institutionally proximate countries. Thereafter, high added institutional distance during one period will curtail the speed of immediate subsequent expansions.

### **Probing The Depths Of Optimal Distinctiveness Theory Through Mixed Method Analysis**

Matthew Barlow<sup>1</sup>, Ryan Angus<sup>2</sup>, Hyeonsuh Lee<sup>2</sup>, Jeffrey Verhaal<sup>3</sup>

<sup>1</sup>University of Nebraska, Lincoln, <sup>2</sup>West Virginia University, <sup>3</sup>Tulane University

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**Abstract:** A growing body of work has begun to explore a plethora of factors related to how firms can optimally position their products and services within markets. However, this work has yet to seek empirical validation for two of its central tenets. Namely, that decision makers at firms intentionally use cognitive benchmarks such as category prototypes and exemplars and that consumers will be more likely to purchase a product or service if it is optimally positioned vis-à-vis these benchmarks. In this developmental proposal, we outline a mixed methods study that will use a combination of qualitative and field experiment methods to investigate these as yet unconfirmed assumptions that lie at the heart of the optimal distinctiveness literature.

### **Resilience In The Global Value Chain: The Case Of Small And Medium Enterprises From Developing Countries**

Shantala Samant<sup>1</sup>

<sup>1</sup>Western Washington University

**Organiser contact:** shantala.samant@wwu.edu

**Abstract:** Recent global crises have led to significant disruptions in global value chains (GVCs). The experiences of supplier firms in developing countries facing these disruptions, particularly small and medium sized enterprises (SMEs), are understudied in literature. In this paper, we will examine the response of suppliers to such disruptions and identify factors that have enabled them to achieve resilience and capability upgrading. We will examine these questions in the context of the electronics and electrical goods manufacturing industry in India. Specifically, we will focus on SMEs that manufacture and assemble intermediate products for electronics manufacturing multinational enterprises. We will employ a qualitative methodology and carry out semi-structured interviews with firm executives. Our findings will contribute to literature by identifying factors that encourage capability upgrading by developing country firms and the implications of GVC dynamism for its least powerful members.



**Table Number:** 3

**Chair:** Krystal Miguel Rawls

### **Living Your Values: Internal Strategic Authenticity Conceptual Development**

Hannah Grubbs<sup>1</sup>

<sup>1</sup>University of Oregon

**Organiser contact:** hgrubbs@uoregon.edu

**Abstract:** Non-market strategists have long studied organizations' involvement in social and political issues. An increasingly utilized non-market strategy is sociopolitical activist statements, which are gaining interest from management scholars. Prior work has assumed a connection between organizations statements and internal practices, which can influence the value alignment of stakeholders and the organization. However, utilizing theories from authenticity literature, the rise in external demand for these statements could generate skepticism about if they are practiced. The purpose of this paper is to develop a new concept of internal strategic authenticity, i.e., the influence of these statements on strategic decisions. This concept will allow future research to test the connection between sociopolitical activism statements and organizational outcomes, thereby developing a deeper understanding of the power of this rapidly growing non-market strategy.

### **Persistent Inequalities: Using Agent-Based Modeling To Illuminate How Workplace Micro-Interactions Perpetuate Systemic Gender Inequality**

Chantal van Esch<sup>1</sup>, Mai Trinh<sup>2</sup>, Elizabeth Castillo<sup>2</sup>

<sup>1</sup>Cal Poly Pomona, <sup>2</sup>Arizona State University

**Organiser contact:** cvanesch@cpp.edu

**Abstract:** Achieving gender equality is goal #5 in the United Nations 17 sustainable development goals. Besides moral reasons, gender equality has functional benefits. Research has shown that companies with high gender diversity outperform their peers (Dixon-Fyle et al., 2020) and that advancing womens equality could also add \$12 trillion to global growth (Woetzel et al., 2015). The World Economic Forum estimates that it would take another 136 years to overcome the overall (economic, political, and educational) gender gap and 268 years to overcome the economic gender gap globally (Armstrong, 2021). We aim to use Agent Based Modeling to investigate two research questions: (1) How do gender-based micro-inequities in career advancement lead to macro-inequalities in business and society? (2) What business practices could help improve gender inequalities?

### **Using Agency Law As A Missing Ingredient For Agency Theory**

Kevin Heupel<sup>1</sup>

<sup>1</sup>Oklahoma State University

**Organiser contact:** kevin.heupel@okstate.edu

**Abstract:** Long before agency theory was being developed as a way to address issues of moral hazard and information asymmetry, agency law was well established as a legal standard encapsulating human behaviors. The underlying assumptions between agency law and theory are not dramatically different, but elements of agency law, such as punitive sanctions, provide some missing ingredients that will enrich agency theory. This paper provides those ingredients.

### **Supranational Institutions Of Enforcement In International Business: The Case Of The International Center For Settlement Of Investment Disputes**

Yongsun Paik<sup>1</sup>, Yamlaksira Getachew<sup>2</sup>

<sup>1</sup>Loyola Marymount University, <sup>2</sup>Babson College

**Organiser contact:** Yongsun.Paik@lmu.edu

**Abstract:** Supranational institutions have received little attention in the international business literature although they represent the important context in which MNEs conduct their businesses. This research addresses this gap by examining MNEs' use of supranational institutions of enforcement (i.e., the International Center for Settlement of Investment Disputes (ICSID). ICSID provides mechanisms for resolving investment disputes between MNEs and host states. MNEs have increasingly used



ICSID arbitration in response to alleged violation of contractual terms and/or property rights. However, we still know very little about the profile of MNEs that are using ICSID arbitration. This study contributes to enhancing our understanding of contract enforcement, property right protection, and MNE-host government bargaining by identifying the industries where contracts are generally enforced, and property rights are adequately protected without experiencing any disputes.

**Table Number:** 4

**Chair:** Chet Barney

### **How Have The Ways Of Working Changed Since COVID?**

Marco Garza<sup>1</sup>, Pingshu Li<sup>1</sup>, Carol Flinchbaugh<sup>2</sup>, Shuaijun Zhang<sup>1</sup>

<sup>1</sup>University of Texas - Rio Grande Valley, <sup>2</sup>New Mexico State University

**Organiser contact:** marco.garza@utrgv.edu

**Abstract:** Our original purpose of this study was to increase our understanding of how work has changed since Covid-19. The researchers targeted clinical professionals working in a COVID-19 testing sites and vaccinations sites in a South Texas Health System. Their work in the testing sites moved them to a new workplace venue, where they worked throughout the pandemic with a new work team. As a healthcare professional they worked in a critical role and were unique positions to give firsthand information from their personal own perspectives.

### **Learning To Learn: The Dimensionality Of Deutero-Learning In Organizations**

Tory Taylor<sup>1</sup>

<sup>1</sup>University of Nevada, Reno

**Organiser contact:** toryt@unr.edu

**Abstract:** In this paper, I propose exploring the dimensionality of deutero-learning in organizations. I begin by reviewing the related literature, followed by a more nuanced breakdown of the example provided. I conclude with a list of potential research questions.

### **Reconceptualizing Absorptive Capacity: A Two-Eyed Seeing Approach**

Dave Hannah<sup>1</sup>, Ian McCarthy<sup>1</sup>, Felicity Fu<sup>1</sup>

<sup>1</sup>Beedie School of Business

**Organiser contact:** dhannah@sfu.ca

**Abstract:** Organizations' ability to identify, assimilate and exploit knowledge from outside their boundaries is known as their absorptive capacity (AC). While research on AC has revealed important insights, the concept is based on Western principles that treat knowledge as objective, value-free, and as a resource to be exploited. As such, Western firms may have high AC, but struggle to collaborate effectively with Indigenous peoples. In this developmental paper, we introduce a new kind of capacity, which we term the capacity for Two-Eyed Seeing (TES). This refers to the ability to see from one eye with Indigenous knowledge and the other eye with Western knowledge, taking the best from each knowledge system. The capacity for TES depends on both parties paying particular attention to the challenges of social integration, being open to knowledge being held and shared in varied ways and embracing a broad perspective on the rights and obligations of knowledge holders.

### **When Preparing For A Concert Feels Like Stepping Into A Cage Fight: Masculinity Contest Culture In The Brass Section**

Scott Bryant<sup>1</sup>, Virginia Bratton<sup>1</sup>, Amber Raile<sup>1</sup>, Myleen Leary<sup>1</sup>, Laura Black<sup>1</sup>, Kregg Aytes<sup>1</sup>, Agnieszka Kwapisz<sup>1</sup>

<sup>1</sup>Montana State University

**Organiser contact:** scottbryant@gmail.com

**Abstract:** Brass sections in music groups are challenging places for women. Recent research indicates significant amounts of sexual harassment and sex-based bias against women in these male-dominated cultures. We frame the culture in brass sections



MARCH 22-25, 2023  
RENO, NEVADA



as a Masculinity Contest Culture (MCC). MCC may help us understand why sexual harassment and bias are so pervasive in brass sections. We offer suggestions for women entering this type of culture as well as call for cultural changes to reduce harassment.

**14:00-15:15**                      **WORKSHOP 4: DEVELOPING STUDENT PERSISTENCE**

*Location: Whitney Peak 3*

**Developing Student Persistence With Small Tweaks To Your Assignments**

Johnna Capitano<sup>1</sup>, Kathryn Aten<sup>2</sup>

<sup>1</sup>West Chester University of Pennsylvania, <sup>2</sup>Naval Post Graduate School

**Organizer contact:** jcapitano@wcupa.edu

**Abstract:** As instructors, we should be encouraging mastery rather than speed. In other words, students should be encouraged to persist in mastering the content of the course material, rather than giving up if they do not “master” it quickly, the first time they are assessed. Yet in many classrooms, students are encouraged to “move on” to the next question, next chapter, or next unit, even if they haven’t yet mastered the previous material. Mastery requires persistence. This workshop will demonstrate easy-to-implement steps all instructors can take, regardless of course subject, to encourage and develop persistence in their students. We incorporate ideas leveraging tools available in learning management systems (LMS), which can be applied to in-person or online classrooms

**15:15-15:30**                      **COFFEE BREAK**

**15:30-16:45**                      **TRADITIONAL PAPER 6: LEARNING AND GETTING ALONG IN CHALLENGING CIRCUMSTANCES**

*Location: Wheeler Peak*

**Chair:** Tobias Pret

**“Changing, Changing, Changing”: Examining Knowledge Transfer Under Conditions Of Epistemic Instability**

Craig Brimhall<sup>1</sup>, Matthew Hughey<sup>2</sup>, Devin Rapp<sup>2</sup>

<sup>1</sup>University of California – Los Angeles (UCLA), <sup>2</sup>University of Utah

**Organizer contact:** craig.brimhall@anderson.ucla.edu

**Abstract:** This paper examines knowledge transfer during crises. Qualitatively, we investigate how individuals, for whom the accurate and timely transmission of knowledge is of vital importance, react when traditionally reliable sources of knowledge exhibit abnormally high degrees of inconsistency and disagreement. Using interviews with healthcare workers during the COVID-19 pandemic, we find evidence that the epistemic novelty and instability induced by the pandemic disrupted traditional markers of knowledge reliability resulting in specious attributions of expert competence. We theorize how crises confound knowledge transfer and, in doing so, develop a grounded model of knowledge transfer during periods of epistemic instability.

*\*This paper is a finalist for the WAM 2023 Best Traditional Paper Award*

**Influences Of Experiential And Vicarious Learning In Value Chain Fine Slicing Decisions**

Russell Seidle<sup>1</sup>

<sup>1</sup>Suffolk University

**Organizer contact:** rseidle@suffolk.edu

**Abstract:** While the development of an organization’s international footprint has been described as a major learning process in which firms follow different stages as they progress on their international commitments, few studies have analyzed how organizations combine particular learning mechanisms as they enter new geographies. Analyses of 660 sourcing implementations undertaken by firms headquartered in 17 countries and operating in 57 host countries provide broad support for our hypotheses. Specifically, we find that experiential learning leads to different outcomes based on the focal point of such learning;



MARCH 22-25, 2023  
RENO, NEVADA



firms tend to fine slice when they possess international knowledge of a general nature and, conversely, tend to allocate entire processes to a country when their first-hand knowledge is country specific. We also find that firms use vicarious learning to allocate entire processes rather than discrete tasks to a foreign country when they are following the path of leading firms.

### **Keep Your Friends Close And Your Enemies Closer?: The Impact Of Accelerator Cohort Composition On Startup Outcomes**

Jung yun Han<sup>1</sup>

<sup>1</sup>National Taiwan University

**Organizer contact:** jungyunhan@ntu.edu.tw

**Abstract:** Inter-firm and peer learning in entrepreneurship, provides mixed predictions: Seeking diverse knowledge and being different vs. pursuing fast learning via similar peers. To reconcile the arguments, we investigate the key contingencies, types of knowledge transferred (market knowledge vs. technology) and the unique nature of competition in each knowledge type. Using the data of Silicon Valley accelerators and their participants during 2005-2018, we find an inverted-U-shaped relationship between market knowledge similarity in a cohort and postaccelerator performance and a positive relationship between technology similarity and performance. Our study reveals a peer learning mechanism in accelerators and provides a nuanced understanding of the effect of knowledge diversity on startup performance.

### **Fighting Incivility One Amplified Idea At A Time: Increasing Willingness To Voice In Uncivil Groups**

Kathryn Coll<sup>1</sup>, Kristin Bain<sup>2</sup>, Tamar Kreps<sup>3</sup>, Elizabeth Tenney<sup>4</sup>

<sup>1</sup>University of Nevada, Reno, <sup>2</sup>Rochester Institute of Technology, <sup>3</sup>University of Hawaii, <sup>4</sup>University of Utah

**Organizer contact:** kathryncoll@unr.edu

Incivility is common in organizational groups and can decrease group members' willingness to speak up when they have ideas, suggestions, or concerns. Because incivility can hinder a group's performance, it is imperative that scholars identify strategies to reduce incivility's negative outcomes. In this paper, we demonstrate that group members can mitigate the negative effects of incivility by amplifying (i.e., publicly endorsing the contribution of another while giving that person credit) other group members. Across three experiments we found that, compared to members of civil groups, members of uncivil groups felt less psychologically safe and less confident that speaking up would impact the group, which was associated with less willingness to voice; however, when otherwise uncivil group members amplified ideas, participants perceived the group as less uncivil than those in uncivil groups without amplification.

*\*This paper is a finalist for the WAM 2023 Best Traditional Paper Award*

15:30-16:45

**TRADITIONAL PAPER 7: DIFFICULT SITUATIONS IN THE WORKPLACE**

*Location: Relay Peak*

**Chair:** Laura Black

### **Taking A Heavier Toll? Racial Differences In The Effects Of Workplace Mistreatment On Depression**

Ji Woon Ryu<sup>1</sup>, Erik Gonzalez-Mulé<sup>2</sup>, Ernest O'Boyle<sup>2</sup>

<sup>1</sup>Portland State University, <sup>2</sup>Indiana University

**Organizer contact:** ryujun@pdx.edu

**Abstract:** Previous studies have shown that workplace mistreatment is positively related to depression, a critical mental health disorder. However, despite recent evidence that the gap in mistreatment reported by members of different racial groups has decreased, it is unknown whether mistreatment affects all individuals' depressive symptoms equally. We suggest that individuals of certain social groups (i.e., racial minorities) are more vulnerable to depression than others (i.e., racial majorities) when they experience mistreatment. Drawing from the hopelessness theory of depression and the stigma literature, we argue that Blacks struggle from depression more than Whites when they experience similar levels of workplace mistreatment. Using a multi-year time-lagged design and comprehensive measures of depression, we found that the positive relationship between workplace mistreatment and depression was stronger for Blacks than Whites, and that these patterns were consistent across the various measure



MARCH 22-25, 2023  
RENO, NEVADA



### **What Tenure Means For Women Versus Men Pertaining To Punishment For Professional Misconduct**

Pooria Assadi<sup>1</sup>

<sup>1</sup>*Sacramento State*

**Organizer contact:** pooria.assadi@csus.edu

**Abstract:** I investigate the career consequences of one form of Wall Street misconduct. I use the records of the Financial Industry Regulatory Authority (FINRA), which include stockbrokers' employment history and any involvement in formal disputes with customers or sanctions by the regulators. My sample includes 4,675 randomly-selected stockbrokers with employment spells at 1,877 brokerage firms between 1984 and 2013. Using robust linear probability models, I find that customer-initiated misconduct is punished by the labor market, but regulator-initiated misconduct is not. I also show that higher tenure weakens the punishment after customer-initiated misconduct but it strengthens the punishment after regulator-initiated misconduct. Furthermore, I find evidence that male brokers later in their careers are punished more for customer-initiated misconduct and punished less for regulator-initiated misconduct than female brokers later in their careers.

### **Overclaiming Business Knowledge Predicts Selfish Orientation And Poor Sales Outcomes**

Daniel Jones<sup>1</sup>, Diana Achoka<sup>1</sup>, Yazmine Huizar<sup>2</sup>, Jessica Carre<sup>3</sup>

<sup>1</sup>*University of Nevada, Reno*, <sup>2</sup>*Texas Tech University*, <sup>3</sup>*University of Texas, El Paso*

**Organizer contact:** djones2@unr.edu

**Abstract:** Overconfidence can be toxic, creating problematic behaviors. These problems stem from an unrealistic sense of mastery in a particular domain, producing selfish behaviors. These behaviors span different organizational domains, such as sales attitudes. Overconfidence is best assessed behaviorally using the overclaiming technique. Overclaiming involves indicating familiarity with real and fictional concepts to obtain a measure of knowledge accuracy and overclaiming (i.e., overconfidence). However, the direct consequences of overclaiming in sales has been understudied. Because of its versatility, overclaiming can be adapted to a generic format (i.e., general business concepts) or a specific format, such as real estate. Overall, we hypothesized that although overclaiming can be a trade-off, they would be self-centered in sales approaches and perform more poorly. Indeed, Study 1 (n = 175) found that overclaiming was associated with self-centered sales approaches and worse sales decisions with

### **How Was Work Today? An Enrichment Model Of Spouse Voice Cultivation To Propel Voice At Work**

Brandon Fogel<sup>1</sup>, Nathan Black<sup>2</sup>, Daniel Newton<sup>2</sup>, Amy Bartels<sup>1</sup>, Stephen Courtwright<sup>2</sup>

<sup>1</sup>*University of Nebraska - Lincoln*, <sup>2</sup>*University of Iowa*

**Organizer contact:** bfogel2@huskers.unl.edu

**Abstract:** Although voice is a vital behavior in organizations, employees may speak up with poor quality suggestions or hesitate to speak up. In considering how to encourage voice, research has investigated the role of internal organizational actors who encourage and cultivate voice. However, the view that voice is primarily cultivated by work recipients neglects spouses' opportunity to impact employees voice at work. We integrate work-family enrichment theory with appraisal theory to illuminate the instrumental and affective benefits of spouse voice cultivation as spouses refine ideas before employees communicate those ideas at work. Using a 15-day experience sampling methodology study with 130 employee-spouse dyads, we demonstrate that spouse voice cultivation spurs next day voice at work by enhancing employees' voice quality and commitment. However, if employees appraise voice cultivation as hindering, the positive indirect effects of spouse voice cultivation to voice at work are attenuated.

15:30-16:45

**WORKSHOP 5: TRANSFORMATIVE BUSINESS PEDAGOGY FOR CULTIVATING FLOURISHING**

*Location: Mt. Rose*

### **Transformative Business Pedagogy For Cultivating Flourishing**

Julita Haber<sup>1</sup>, Ayse Yemiscigil<sup>1</sup>, Sophia Town<sup>1</sup>, Michael Pirson<sup>1</sup>, John Hollowitz<sup>1</sup>

<sup>1</sup>*Fordham University*

**Organizer contact:** jhaber7@fordham.edu





MARCH 22-25, 2023  
RENO, NEVADA



**Abstract:** This professional development workshop on transformative pedagogy in business education addresses two objectives. First, participants learn of innovative pedagogical techniques and interventions for cultivating human flourishing while educating future leaders. Second, participants are introduced to research about the consequences of the novel teaching interventions for personal and collective well-being in different contexts (i.e., business, social, family). This workshop is designed to be interactive for both scholars and practitioners, who are exploring or already practicing various teaching methods to promote flourishing and well-being among students and workers.

**15:30-16:45**                      **WORKSHOP 6: WHAT ARE THE OPPORTUNITIES FOR MANAGEMENT EDUCATION SCHOLARSHIP AT MANAGEMENT TEACHING REVIEW**

*Location: Whitney Peak 3*

**What Are The Opportunities For Management Education Scholarship At Management Teaching Review?**

Nicholas Rhew<sup>1</sup>, Robert Bonner<sup>2</sup>

<sup>1</sup>University of Southern Indiana, <sup>2</sup>San Francisco State University

**Organizer contact:** ndrhw@usi.edu

**Abstract:** This interactive workshop is designed as both an informational opportunity and a developmental incubator for attendees to learn about opportunities in management education scholarly work and develop their own ideas for Management Teaching Review. Members of the editorial team from Management Teaching Review (MTR) will share insights on successfully authoring for the journal. The session will cover different types of contributions and give an opportunity for attendees to brainstorm ideas or get developmental feedback on existing ideas for future scholarship.

**16:45-17:00**                      **COFFEE BREAK**

**17:00-18:15**                      **ASCENDANT SCHOLARS**

*Location: Whitney Park 1&2*

**18:30-21:30**                      **WAM 2023 DINNER AT NATIONAL AUTOMOBILE MUSEUM (Ticket required)**  
**Sponsored by the University of Montana College of Business**

Directions from Whitney Peak Hotel:

- Head south on Virginia St.
- Turn left onto second street headed towards the Baseball stadium
- Before the stadium, take a right on Lake St. and continue over the river
- Make a left on Mill St.
- Turn left on Museum Dr.; National Automobile Museum is on the left!



## SATURDAY, MARCH 25

### SCHEDULE OVERVIEW

07:00-12:00	Registration Open (Pre-Function A)
07:00-08:30	WAM Business Meeting & Breakfast (Whitney Peak 1&2) <i>Sponsored by the College of Business, University of Nevada – Reno</i>
08:30-09:45	Concurrent Sessions
09:45-10:00	Coffee Break (Pre-Function A)
10:00-11:15	Concurrent Sessions
11:15-11:30	Coffee Break
11:30-12:45	WAM 2023 Closing Session (Whitney Peak 1&2)

### **07:00-12:00**      **REGISTRATION OPENS**

*Location: Pre-Function A*

### **07:00-08:30**      **BREAKFAST AND WAM BUSINESS MEETING** **Sponsored by the College of Business, University of Nevada – Reno**

*Location: Whitney Peak 1&2*

### **08:30-09:45**      **TRADITIONAL PAPER 8: LEADERS AND ORGANIZATIONAL BEHAVIORS**

*Room: Wheeler Peak*

**Chair:** Kyle Ehrhardt

#### **The Independent And Interactive Effects Of Leader Character And Competence Assessments On Perceptions Of Promotional Potential**

Lucas Monzani<sup>1</sup>, Gerard Seijts<sup>1</sup>, Mary Crossan<sup>1</sup>  
*<sup>1</sup>Western Ontario University*

**Organizer contact:** lmonzani@ivey.ca

**Abstract:** The research question we address is whether assessments of competence and character independently and interactively contribute to perceptions of promotion potential of senior managers. We explore our research question in a large Fortune 500 organization using self, peer, and direct report assessments of competencies and character, as well as senior executive ratings of promotional potential. We use a measure of current role performance as a control variable. Our main finding is that assessments of competence and character independently and interactively contribute to perceptions of promotion potential. Specifically, high self-assessment ratings of competence and character contribute to the highest promotion potential scores by executives. High competence ratings by direct reports coupled with low character ratings by peers hurt promotional potential. We conclude that competence is necessary but not sufficient, and the call by scholars to elevate character alongside competence in leader

#### **Perceptions Of Necessity Deprivation Drive Poor Prospective Job Commitment**

Daniel Jones<sup>1</sup>, Grace Flores-Robles<sup>2</sup>  
*<sup>1</sup>University of Nevada, Reno, <sup>2</sup>City University of New York Graduate School*

**Organizer contact:** bfogel2@huskers.unl.edu

**Abstract:** When deciding whether to take a job offer from a company, individuals often look to the resources that they are provided from their prospective employers. Several factors, including opportunities for achievement, are among the resources



MARCH 22-25, 2023  
RENO, NEVADA



that workers want. Other factors, including fair working conditions and pay, are among the resources that workers need. Drawing from Costly Signaling Theory, we examined whether job commitment decreased when denied requests were framed as wants versus needs. In Study 1, 257 business students selected among workplace items (e.g., company car) that were framed as either wants or needs, and then told that they were deprived of all but three. Results demonstrated that framing deprived items as needs significantly reduced students' projected commitment to a job. In Study 2, we replicated this effect in a separate sample of newly hired workers (N = 121). Workers who felt that their needs were not met reduced their commitment to their new jobs.

### **A Behavior Analysis Of Organizational Justice: A Bridge**

Kirk Silvernail<sup>1</sup>, Rob Scalise<sup>2</sup>

<sup>1</sup>University of Nevada, Las Vegas, <sup>2</sup>Villiv Management Consulting

**Organizer contact:** kirk.silvernail@unlv.edu

**Abstract:** This paper will provide an initial framework for the behavior analysis of organizational justice as operant classes of behavior. Its purpose is to provide tools to expand current research and offer insight. The three universal goals of science are description, prediction, and control. Organizational justice has been studied intently for over 50 years and the research has provided a comprehensive description of this phenomenon. Yet, the evidence for explaining the construct and mechanisms to control variables remain largely unidentified. This paper will deconstruct organizational justice from its current findings to its basic definition of fairness. We will then offer a conceptualization of the behavior processes involved, define target behaviors, and offer possible methods of analysis and critical areas of study to help further research into the topic.

### **Working During Non-Work Time, Not Working During Work Time: When And How Digital Connectivity Leads To Cyberloafing**

Zhonghao Zhang<sup>1</sup>, Wenxiao Xu<sup>2</sup>, Junyun Jia<sup>2</sup>

<sup>1</sup>University of Nevada, Reno, <sup>2</sup>Shandong University

**Organizer contact:** zhangzhonghao@nevada.unr.edu

**Abstract:** Using digital technologies to complete work after working time is a prevalent behavior in the post-epidemic era. Despite growing research on digital connectivity (DCON), little is known about why and how DCON induces deviant behaviors. Based on social exchange theory and self-determination theory, this article examines a specific deviant workplace consequence of DCON, cyberloafing. Specifically, we argue that DCON is perceived as an imbalanced exchange action that can induce a sense of psychological entitlement, which subsequently leads employees to engage in cyberloafing. Further, we propose that employees who perform DCON driven by external motivation will feel more psychologically entitled. Data from a three-wave questionnaire study (N = 366) confirm that psychological entitlement mediates the association between DCON and cyberloafing and the moderating effect of external motivation. This study contributes to the DCON literature by highlighting the psychological mechanism underlying the detrimental effect of DCON.

08:30-09:45

**TRADITIONAL PAPER 9: RELATIONSHIPS AND REPUTATIONS**

Room: Relay Peak

**Chair:** Dave Hannah

### **LMX And Corporate Entrepreneurship: The Mediating Role Of Psychological Empowerment**

Jeffery Houghton<sup>1</sup>, Mariam Yasmin<sup>1</sup>, Asiye Zeytonli<sup>1</sup>, Lewis Hardway<sup>1</sup>

<sup>1</sup>West Virginia University

**Organizer contact:** jeff.houghton@mail.wvu.edu

**Abstract:** This paper explores the potential explanatory mechanisms linking leader-member exchange (LMX) and corporate entrepreneurship. Specifically, this paper develops and presents a hypothesized moderated mediation model of the relationship between LMX and corporate entrepreneurship through psychological empowerment as conditional upon the level of control orientation. Based on the findings of an analysis using a sample of 682 participants working in the USA, we conclude that higher LMX augments corporate entrepreneurship. Moreover, we found support for the mediating role of psychological empowerment



MARCH 22-25, 2023  
RENO, NEVADA



and the moderating role of control orientation on that conditional relationship. This research suggests that high LMX relationships may enrich the human capital of firms, helping them to survive and outperform competitors in the context of modern competitive dynamics. Theoretical and managerial implications are discussed along with limitations and directions for future research.

### **Doing Good While Saving Money? The Formation Of Initial Reputational Perceptions About A New Social Venture**

Antoaneta Petkova<sup>1</sup>, Carolin Walder<sup>2</sup>, Jurgen Willems<sup>3</sup>

<sup>1</sup>San Francisco State University, <sup>2</sup>Heinrich Heine University, <sup>3</sup>Vienna University of Economics and Business

**Organizer contact:** apetkova@sfsu.edu

**Abstract:** This study addresses recent calls for in-depth research and theorization of the cognitive and emotional basis of reputation and the processes through which the perceptions that comprise new venture reputations form and change over time. Following a new social venture through its first year of operation, we analyze the formation of its initial reputation with customers. Using inductive theory building and theory extension methods, we identify specific components of customer evaluations that comprise the rational, emotional, and moral basis of new venture reputation. Our findings offer new understanding of the initial reputation perceptions of social ventures, and the potential gaps that may occur between the desired reputations that venture founders aim to develop through their reputation-building efforts and the actual perceptions that emerge based on customers, interactions with the ventures.

### **Who Cares About The Recession And Corruption?: I Will Always Have My Entrepreneurial Intentions**

Kevin Heupel<sup>1</sup>

<sup>1</sup>Oklahoma State University

**Organizer contact:** kevin.heupel@okstate.edu

**Abstract:** The purpose of this paper is to examine how different contextual environments impact perceptions significantly related to entrepreneurial intentions. There are two research questions addressed herein. First, whether perceptions of opportunity strengthen or weaken entrepreneurial intentions before, during, and after a recession. Second, whether a country's level of corruption impacts the relationship between individual perceptions of opportunity and entrepreneurial intentions.

*\*This paper is a finalist for the WAM 2023 Best Doctoral Student Paper Award*

### **Welcome To The Neighborhood, What Brings Ya? Digital Storytelling Between Strategic Groups For Winery Authenticity**

Chet Barney<sup>1</sup>, James Downing<sup>2</sup>

<sup>1</sup>University of South Dakota, <sup>2</sup>Naval Postgraduate School

**Organizer contact:** chet.barney@usd.edu

**Abstract:** Wineries need to differentiate themselves but also need to build partners with their local competitors to develop a regional brand identity. Wineries will do this by forming regional strategic groups to create a common identity and communicate with wine buyers through digital storytelling. Oftentimes, regional winery groups can craft a collective identity that also provides benefits of valuable assets of mutual trust and reputation. More importantly, the collective identity is done as a strategic group to reinforce and provide authenticity to the individual wineries' digital storytelling methods in order to connect with wine buyers. Through a strategic group lens, we attempt to understand how collective winery groups use digital storytelling to create authenticity and enhance the individual winery storytelling efforts. We look at these efforts by regional wine collectives and their individual winery members to understand authenticity development under the digital storytelling lens.

08:30-09:45

**WORKSHOP 7: MENTORING GRADUATE STUDENTS IN ONLINE DEGREE PROGRAMS**

Room: Mt. Rose

### **Best Practices For Mentoring Graduate Students In Online Degree Programs**

Mai Trinh<sup>1</sup>, Sophia Thomas<sup>1</sup>, Robert Chico<sup>1</sup>, Tejal Wagadia<sup>1</sup>

<sup>1</sup>Arizona State University

**Organizer contact:** mp Trinh@asu.edu



MARCH 22-25, 2023  
RENO, NEVADA



**Abstract:** Recent increases in enrollment in online degree programs (ODP) in leadership, business, and management have raised questions about how to effectively mentor students in those programs, especially graduate students with needs for specialty training in research and/or practice. Student characteristics, contexts, needs, program specifics, available tools, and technologies are all important factors to consider. In this workshop, organizers will share best practices for mentoring graduate students in these ODP based on research and anecdotal experiences. Participants will walk away with a strengthened understanding of the mentoring process in general as well as specific tips and tricks that they can implement immediately with their students.

**08:30-09:45**                      **WORKSHOP 8: EXPERIENTIAL EXERCISES IN MANAGEMENT**

*Room: Whitney Peak 3*

**Experiential Exercises In Management**

Ofer Meilich<sup>1</sup>, Alex Bolinger<sup>2</sup>, Emmeline de Pillis<sup>3</sup>, Samira Fallah<sup>4</sup>, Mehdi Samimi<sup>5</sup>, Mostafa Ayoobzadeh<sup>6</sup>, Jeff Morgan<sup>7</sup>, Heather Ranson<sup>8</sup>

<sup>1</sup>California State University, San Marcos, <sup>2</sup>Idaho State University, <sup>3</sup>University of La Verne, <sup>4</sup>University of Mary Washington, <sup>5</sup>City College of New York, <sup>6</sup>Université du Québec à Montréal, <sup>7</sup>Boise State University, <sup>8</sup>University of Victoria

**Organizer contact:** meilich@csusm.edu

**Abstract:** This workshop brings together expert instructors to share classroom-tested experiential exercises, activities, and lesson plans for teaching about various aspect of management -- from general, multi-application exercises to more topic-specific ones. The workshop will proceed in a round-robin workshop format, whereby participants will have the opportunity to rotate to three of six different breakout groups in which expert instructors provide interactive, 20-minute explanations/demonstrations of their exercise/activity/lesson. Thus, participants will have the opportunity to take home at least three unique activities or instructional ideas that they can use in their own classes.

**09:45-10:00**                      **COFFEE BREAK**

**10:00-11:15**                      **TRADITIONAL PAPER 10: EXPLORING ATTRIBUTES OF TEAM MEMBERS**

*Room: Wheeler Peak*

**Chair:** Hank Strevel

**Team Composition Revisited: Expanding The Team Member Attribute Alignment Approach To Consider Patterns Of More Than Two Attributes**

Kyle Emich<sup>1</sup>

<sup>1</sup>University of Delaware

**Organizer contact:** kemich@udel.edu

**Abstract:** The attribute alignment approach to team composition allows researchers to develop theory testing the proposition that individual members are themselves complex systems comprised of multiple attributes, and that the configuration of those attributes affects team-level processes and outcomes. Here, we expand the attribute alignment approach by suggesting three ways researchers may capture the alignment of more than two team member attributes simultaneously: 1) A geometric approach, 2) A physical approach accentuating ideal alignment, and 3) An algebraic approach accentuating the direction of alignment. We also compare the approaches empirically using a synthetic dataset. Finally, we provide a practical guide for researchers to assist in choosing and applying an appropriate analytic method when considering team-member attribute patterns by answering several common questions that may arise when applying attribute alignment.



MARCH 22-25, 2023  
RENO, NEVADA



### How Empowering Leaders Influence Employee Voice Behaviors: The Roles Of SOP, CWS, And PCV

Robert Chico<sup>1</sup>

<sup>1</sup>Arizona State University

**Organizer contact:** rchico@asu.edu

**Abstract:** This study aims to examine the relationship between empowering leadership and employee voice behaviors. Based on self-determination theory, I argue that empowering leadership and employee voice behavior relationship is mediated by employee personal sense of power. In addition, coworker support and psychological contract violations moderate the indirect relationships leading to promotive voice and prohibitive voice. These hypotheses were partially supported by a sample of 168 employees across various industries and occupations. Results show a mediating effect of sense of power between empowering leadership and promotive voice behaviors. In addition, bootstrapping results show the moderating role played by coworker support in the indirect relationship between empowering leadership and promotive voice behavior through sense of power. Theoretical and managerial implications are further discussed in light of these findings.

### Exploring The Association Between Compassion To Others And Relational Compassion

David Cavazos<sup>1</sup>, Nate Heller<sup>1</sup>, Brian Martinsen<sup>1</sup>

<sup>1</sup>Tarleton State University

**Organizer contact:** dcavazos@tarleton.edu

**Abstract:** The current study explores the association between compassion towards others and perception of the compassion of others (relational compassion). Examining data from 156 respondents with various professional backgrounds, and ranging in age from 20-60, reveals interesting findings regarding the association between compassion to others and relational compassion. The primary finding in this exploratory research is that one's perception of the compassion of others is strongly associated with one's compassion towards others.

### Too Much Is Not Enough: The Complex Role Of Optimal Distinctiveness On Job Commitment And Satisfaction

Jared Law-Penrose<sup>1</sup>, Ben Huegel<sup>1</sup>

<sup>1</sup>Le Moyne College

**Organizer contact:** lawpenj@lemoyne.edu

**Abstract:** While we know that the satisfaction of psychological needs are important personal resources that can influence a variety of employee attitudes (Bakker & Demerouti, 2001; 2017), this study empirically evaluates the compensating and competing effects of the need for belongingness and distinctiveness. Specifically, this study addresses the congruence of employee belongingness and distinctiveness on employee commitment and job satisfaction. By understanding the nature of the relationship between belongingness and distinctiveness with job commitment, organizations may be able to create targeted interventions focused on improving employee job attitudes. Similarly, understanding the congruence of belongingness and distinctiveness on job satisfaction will help organizations understand where to focus their culture building efforts.

10:00-11:15

TRADITIONAL PAPER 11: ADVANTAGES OF SHARED VALUES

Room: Relay Peak

**Chair:** Eric Lamm

### Leveraging A Collective Identity To Shape Action At Levels Of Hybridized Identity: A Case Of B Corp Companies

Brooke Lahneman<sup>1</sup>, Jennifer Irwin<sup>2</sup>

<sup>1</sup>Montana State University, <sup>2</sup>Lycoming College

**Organizer contact:** brooke.lahneman@montana.edu

**Abstract:** A key challenge for hybrid companies is avoiding mission drift, by aligning action to multiple identity claims that support the generation of social and environmental benefit through a for-profit business model. Hybrid companies often lack industry-based referents that demonstrate ways to navigate these challenges, so often are on their own in doing so. In this



MARCH 22-25, 2023  
RENO, NEVADA



inductive qualitative study, we examine how hybrid companies draw on the B Corp as a referent collective identity, which promotes the generation of social and environmental benefit through for-profit organizing, to effectively align actions with their blended missions. We find that hybrid companies draw on the collective identity as a referent via three sets of mechanisms, and that this engagement indicates hybrids interact with the collective identity at varying levels of hybridity. This work deepens theory on multi-level identity processes supporting hybrid companies' action toward blended missions.

### **Shared Visuals For Engagement And Action: Rapid City Collective Impact And Community-based System Dynamics**

Laura Black<sup>1</sup>, Donald Greer<sup>2</sup>, Albert Linderman<sup>3</sup>

<sup>1</sup>Montana State University, <sup>2</sup>Greer Black Company, <sup>3</sup>Sagis Corp

**Organizer contact:** lblack@montana.edu

**Abstract:** This paper explores the use of community-based system dynamics in Rapid City Collective Impact, an initiative taking place from 2015 to 2017. The case describes the methods and associated representations used to engage community members and especially seeks to explain the role of shared visual representations in ongoing community conversations. Drawing on interdisciplinary research related to boundary objects, participatory modeling, and symbolic interaction, the paper examines how, why, and when boundary objects can effectively catalyze coordinated actions, in the context of widening varieties and numbers of stakeholders. Specifically, we discuss the role of shared visual representations in creating shared language and sustained focus; the role of representations that show causal reasoning in creating a holistic view for coordinated joint action; and the challenges of measuring impact in projects in which the goal is action without centralized control.

### **Good Habits Make Good Wine: The Craftsmanship Of Cistercian Monks**

James Downing<sup>1</sup>, Dan Parish<sup>2</sup>

<sup>1</sup>Naval Postgraduate School, <sup>2</sup>University of Portland

**Organizer contact:** james.downing@nps.edu

**Abstract:** This research examines the behavior of Cistercian monks in their development of habits specific to market conditions. Monk behavior is a governance structure based on habits developed from principled living embedded in an individuals approach to business. This study addresses the question of how entrepreneurs without unique resources and dynamic capabilities can produce sustainable rent-producing structures of commerce. Observing the entrepreneurial adaptation from twelfth century France to the modern business practices of Northern California identifies unique entrepreneurial behavior. The process of this entrepreneurial craftsmanship provides new insight into habits that inform the basis of a sustainable competitive advantage applied to competition in fragmented markets and artisan markets.

### **Social Values And Responsibility: How The Shift Of Prosocial Values Can Create A Competitive Or Cooperative Advantage**

Edit Szabo<sup>1</sup>, Rafik Beekun<sup>1</sup>

<sup>1</sup>University of Nevada, Reno

**Organizer contact:** eszabo@nevada.unr.edu

**Abstract:** We integrate the micro level concept of social value orientation (SVO) with related macro level concepts of corporate social responsibility (CSR) and creating shared values (CSV) to provide a framework for organizations' business activities. This integration is helpful to advise managers how to strategize in the domain of day-to-day operations. We describe six social value orientations and demonstrate the utility of our framework by integrating it with stakeholder theory. We further demonstrate that this framework can be applicable at all levels of strategy planning and implementation from individual to industry and social levels.



MARCH 22-25, 2023  
RENO, NEVADA



**10:00-11:15**

**WORKSHOP**

*Room: Mt. Rose*

**Inciting Learning Through Engaging Pedagogy**

Shari Carpenter<sup>1</sup>, Tanya Kausler<sup>1</sup>

<sup>1</sup>*Eastern Oregon University*

**Organizer contact:** [scarpent@eou.edu](mailto:scarpent@eou.edu)

**Abstract:** Workshops during the WAM conference nurture the emergence of new thoughts and the development of new ways to better serve our students. The workshop is entitled "Inciting learning through engaging pedagogy." Academia's view of learning includes the design of class and program outcomes as well as their assessment. To that end, faculty use pedagogy and assessment as a means to evaluate student learning. In this workshop, we will define and discuss active learning as an engaging pedagogy. We will also work to establish means by which we can best assess active learning methods to ensure their effectiveness. The outcomes of this workshop will contribute new knowledge to the discussion of engaging pedagogy. The results will also contribute to a more extensive study in progress that assesses the virtual and live delivery of the same outcomes using different pedagogical methods.

**11:15-11:30**

**COFFEE BREAK**

**11:30-12:45**

**WAM 2023 CLOSING SESSION**

*Room: Whitney Peak 1&2*

**Truth Versus Political Advocacy: Management Research In Crisis**

Thomas Wright<sup>1</sup>

<sup>1</sup>*Wright Institute of Organizational Learning*

**Organizer contact:** [thomasawright1@gmail.com](mailto:thomasawright1@gmail.com)

**Abstract:** Incorporating real-life examples, our Last Session provides an active forum for a free and open discussion on how the search for the objective truth has been largely supplanted by political advocacy across much management research. Lessons learned regarding the costs to the core integrity of our scholarship are introduced.





## WAM PRESIDENTS

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2022	Antoaneta Petkova, <i>San Francisco State University</i>	1990	Newton Margulies, <i>University of California, Irvine</i>
2021	Kim Hinrichs, <i>University of California Chico</i>	1989	Alan Glassman, <i>California State University, Northridge</i>
2020	Ana Maria Peredo, <i>University of Victoria &amp; University of Ottawa</i>	1988	John W. Seybolt, <i>University of Utah</i>
2019	Thomas Wright, <i>Fordham University</i>	1987	Barry Z. Posner, <i>Santa Clara University</i>
2018	Sarah Kovoov-Misra, <i>University of Colorado Denver</i>	1986	Patrick E. Connor, <i>Willamette University</i>
2017	Arran Caza, <i>University of Manitoba</i>	1985	Thomas G. Cummings, <i>University of Southern California</i>
2016	Paul Olk, <i>University of Denver</i>	1984	Roger Evered, <i>Naval Postgraduate School</i>
2015	Chris Zatzick, <i>Simon Fraser University</i>	1983	Gordon A. Walker, <i>University of British Columbia</i>
2014	David Hannah, <i>Simon Fraser University</i>	1982	Margaret P. Fenn, <i>University of Washington</i>
2013	Bambi Douma, <i>University of Montana</i>	1981	Thomas E. Hendrick, <i>University of Colorado</i>
2012	Jeffrey P. Shay, <i>Washington &amp; Lee University</i>	1980	Joseph W. McGuire, <i>University of California, Irvine</i>
2011	Sally Baack, <i>San Francisco State University</i>	1979	Richard O. Mason, <i>Southern Methodist University</i>
2010	Richard W. Stackman, <i>University of San Francisco</i>	1978	Craig C. Lundberg, <i>Cornell University</i>
2009	Paul Hirsch, <i>Northwestern University</i>	1977	Anthony P. Raia, <i>University of California, Los Angeles</i>
2008	Phil Gorman, <i>California State University, Northridge</i>	1976	Vance F. Mitchell, <i>University of British Columbia</i>
2007	Candace Ybarra, <i>Chapman University</i>	1975	Bernard Alpert, <i>San Francisco State University</i>
2006	John Cullen, <i>Washington State University</i>	1974	Albert C. Pierson, <i>San Diego State University</i>
2005	Jim Spee, <i>University of Redlands</i>	1973	Joseph M. Trickett, <i>Santa Clara University</i>
2004	P. Devereaux Jennings, <i>University of Alberta</i>	1972	Edward J. Morrison, <i>University of Colorado</i>
2003	B. Thomas Mayes, <i>California State University, Fullerton</i>	1971	Fremont Kast, <i>University of Washington</i>
2002	Joyce Osland, <i>San Jose State University</i>	1970	Earl Goddard, <i>Oregon State University</i>
2001	Gretchen Spreitzer, <i>University of Michigan</i>	1969	Stanley C. Vance, <i>University of Oregon</i>
2000	Steven M. Sommer, <i>University of Nebraska</i>	1968	Lyman W. Porter, <i>University of California, Irvine</i>
1999	Kimberly B. Boal, <i>Texas Tech University</i>	1967	Dale A. Henning, <i>University of Washington</i>
1998	Joan G. Dahl, <i>California State University, Northridge</i>	1966	Wilmar F. Bernthal, <i>University of Colorado</i>
1997	Paul F. Buller, <i>Gonzaga University</i>	1965	William B. Wolf, <i>Cornell University</i>
1996	Bruce H. Drake, <i>University of Portland</i>	1964	Dale Yoder, <i>Stanford University</i>
1995	Jone L. Pearce, <i>University of California, Irvine</i>	1963	Keith Davis, <i>Arizona State University</i>
1994	Craig C. Pinder, <i>University of British Columbia</i>	1962	C. William Voris, <i>American Graduate School of International Management</i>
1993	Andre L. Delbecq, <i>Santa Clara University</i>	1961	Austin Grimshaw, <i>University of Washington</i>
1992	John D. Bigelow, <i>Boise State University</i>	1960	Harold Koontz, <i>University of California, Los Angeles</i>
1991	Claudia Bird Schoonhoven, <i>Dartmouth College</i>		



## JMI SCHOLARS

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

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|------|--|------|--|
| 2023 | Kimberly Elsbach, <i>University of California Davis</i>  | 2012 | Chuck Snow, <i>Pennsylvania State University</i><br>Thomas A. Wright, <i>Kansas State University</i>                           |
| 2022 | Violina Rindova, <i>University of Southern California</i><br>Michael Lounsbury, <i>University of Alberta</i>   | 2011 | Barry Posner, <i>Santa Clara University</i><br>Gretchen Spreitzer, <i>University of Michigan</i>                               |
| 2021 | Maureen Ambrose, <i>University of Central Florida</i><br>Marshall Schminke, <i>University of Central Florida</i><br>Martin Hoegl, <i>Ludwig-Maximilians University of Munich</i> | 2010 | Joyce Osland, <i>San Jose State University</i><br>William Torbert, <i>Boston College</i>                                       |
| 2020 | Nancy Harding, <i>University of Bath</i><br>Linda Smircich, <i>University of Massachusetts</i><br>Marta B. Calás, <i>University of Massachusetts</i>                             | 2009 | William Starbuck, <i>New York University</i><br>David Whetten, <i>Brigham Young University</i>                                 |
| 2019 | Barry M. Staw, <i>Haas School of Business,</i><br><i>University of California Berkeley</i>   | 2008 | Joan Winn, <i>Denver University</i><br>Alan Glassman, <i>California State University-Northridge</i>                            |
| 2018 | Jane E. Dutton, <i>University of Michigan</i><br>Nandini Rajagopalan, <i>University of Southern California</i>   | 2007 | Denise Rousseau, <i>Carnegie Mellon University</i>   |
| 2017 | Jean Bartunek, <i>Boston College</i><br>Roy Suddaby, <i>University of Victoria</i>   | 2006 | Tom Cummings, <i>University of Southern California</i><br>Jone Pearce, <i>University of California, Irvine</i>                 |
| 2016 | Mary Jo Hatch, <i>University of Virginia</i><br>Alan Meyer, <i>University of Oregon</i>  | 2005 | Lyman Porter, <i>University of California, Irvine</i><br>Peter J. Frost, <i>University of British Columbia</i><br>(posthumous) |
| 2015 | Wayne Cascio, <i>University of Colorado Denver</i>   | 2004 | Royston Greenwood, <i>University of Alberta</i><br>Don Palmer, <i>University of California, Davis</i>                          |
| 2014 | Blake Ashforth, <i>Arizona State University</i><br>Sandra Robinson, <i>University of British Columbia</i>  | 2003 | C.R. (Bob) Hinings, <i>University of Alberta</i><br>Joanne Martin, <i>Stanford University</i>                                  |
| 2013 | Terence Mitchell, <i>University of Washington</i><br>Gerry McNamara, <i>Michigan State University</i>  |      |  |



## ASCENDANT SCHOLARS – 1982-2021

- 
- |   |   |
|---|---|
| <p>2023 Phil Thompson, <i>Virginia Polytechnic Institute and State University</i><br/>Sarah Doyle, <i>University of Arizona</i><br/>Joseph Raffiee, <i>University of Southern California</i><br/>Michael Daniels, <i>University of British Columbia</i></p> <p>2022 Brooke Lahneman, <i>Montana State University</i><br/>Courtney Masterson, <i>University of San Francisco</i><br/>Simon Pek, <i>University of Victoria</i><br/>Allison Marie Ellis, <i>Cal Poly</i></p> <p>2021 Jeremy D. Meuser, <i>University of Mississippi</i><br/>Julena M. Bonner, <i>Utah State University</i><br/>Madeline Toubiana, <i>University of Alberta</i></p> <p>2020 Jeffrey S. Bednar, <i>Brigham Young University</i><br/>Oliver Schilke, <i>University of Arizona</i><br/>Lauren Lanahan, <i>University of Oregon</i><br/>Chenwei Li, <i>San Francisco State University</i></p> <p>2019 Kyle J. Emich, <i>University of Delaware</i><br/>Abhinav Gupta, <i>University of Washington</i><br/>Dejun Tony Kong, <i>University of Houston</i><br/>David T. Welsh, <i>Arizona State University</i></p> <p>2018 Allison S. Gabriel, <i>University of Arizona</i><br/>Joel Gehman, <i>University of Alberta</i></p> <p>2017 Marco DiRenzo, <i>Naval Postgraduate School</i><br/>Marion Eberly, <i>University of Washington Tacoma</i><br/>Crystal Farh, <i>University of Washington</i><br/>Anthony Klotz, <i>Oregon State University</i></p> <p>2016: Ryan Fehr, <i>University of Washington</i><br/>Samuel S. Holloway, <i>University of Portland</i><br/>Ryan A. Krause, <i>Texas Christian University</i><br/>Pauline Schilpzand, <i>Oregon State University</i></p> <p>2015 Keith Leavitt, <i>Oregon State University</i><br/>David Wagner, <i>University of Oregon</i></p> <p>2014 Darren Good, <i>Pepperdine University</i><br/>Andrew Nelson, <i>University of Oregon</i><br/>Chris Barnes, <i>University of Washington</i></p> <p>2013 Chris Bingham, <i>Univ. of North Carolina, Chapel Hill</i><br/>Arran Caza, <i>Griffith Univ.</i><br/>Peter Madsen, <i>Brigham Young Univ.</i><br/>Feng Zhu, <i>Univ. of Southern California</i></p> <p>2012 John Bingham, <i>BYU</i><br/>Michael Johnson, <i>Univ. of Washington</i><br/>Paul Leonardi, <i>Northwestern Univ.</i><br/>Matthew McCarter, <i>Chapman Univ.</i></p> | <p>2011 Alison Cook, <i>Utah State</i><br/>Mark Kennedy, <i>USC</i><br/>Elizabeth Mullen, <i>Stanford Univ.</i><br/>Antoaneta Petkova, <i>San Francisco State Univ.</i></p> <p>2010 Kristin Behfar, <i>UC Irvine</i><br/>Peer Fiss, <i>USC</i><br/>Camille Johnson, <i>San Jose State Univ.</i><br/>Anne Parmigiani, <i>Univ. of Oregon</i></p> <p>2009 Teppo Felin, <i>Brigham Young Univ.</i><br/>Kevin Groves, <i>Pepperdine Univ.</i><br/>Mooweon Rhee, <i>Univ. of Hawaii</i></p> <p>2008 Berrin Erdogan, <i>Portland State Univ.</i><br/>David Hannah, <i>Simon Fraser Univ.</i><br/>Mary Sully de Luque, <i>Thunderbird School of Global Management</i><br/>Chris Zatzick, <i>Simon Fraser Univ.</i></p> <p>2007 Sally Baack, <i>San Francisco State Univ.</i><br/>Marc Da Rond, <i>Cambridge Univ.</i><br/>Ana Maria Peredo, <i>Univ. of Victoria &amp; Univ. of Ottawa</i><br/>Roy Suddaby, <i>Univ. of Alberta</i></p> <p>2006 Christine Beckman, <i>UC Irvine</i><br/>Michael Lounsbury, <i>Univ. of Alberta</i><br/>Jeff Shay, <i>Univ. of Montana</i><br/>Marvin Washington, <i>Texas Tech Univ.</i></p> <p>2005 Brooks C. Holtom, <i>Georgetown Univ.</i><br/>Sally Maitlis, <i>Univ. of British Columbia</i><br/>K. Praveen Parboteeah, <i>Univ. of Wisconsin-Whitewater</i><br/>Barry M. Goldman, <i>Univ. of Arizona</i></p> <p>2004 Craig Pearce, <i>Claremont Graduate Univ.</i><br/>Shawn Berman, <i>Santa Clara Univ.</i><br/>Peter Kim, <i>USC</i><br/>Don Jung, <i>San Diego State Univ.</i></p> <p>2003 Larissa Z. Tiedens, <i>Stanford Univ.</i><br/>Gerardo Andrés Okhuysen, <i>Univ. of Utah</i><br/>Gregory A. Bigley, <i>Univ. of Washington</i><br/>Livia Markoczy, <i>UC Riverside</i></p> <p>2002 Marta Elvira, <i>INSEAD and UC, Irvine</i><br/>Christina Gibson, <i>USC</i><br/>Tammy Madsen, <i>Santa Clara Univ.</i><br/>Candace Ybarra, <i>Chapman Univ.</i></p> <p>2001 Talya Bauer, <i>Portland State Univ.</i><br/>Ellen Ensher, <i>Loyola Marymount Univ.</i><br/>Thomas Lawrence, <i>Univ. of Victoria</i><br/>Rajnandini Pillai, <i>CSU-San Marcos</i></p> |
|---|---|



ASCENDANT SCHOLARS CONTINUED

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



## JOAN G. DAHL PRESIDENT'S AWARD RECIPIENTS

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2023	Sally Baack, <i>San Francisco State University</i>	2000	John and Suzanne Bigelow, <i>Boise State University</i>
2022	Thomas Wright, <i>Wright Institute of Organizational Learning</i>	1999	Bruce H. Drake, <i>University of Portland</i>
2021	David Hannah, <i>Simon Fraser University</i>	1998	Andre L. Delbecq, <i>Santa Clara University</i>
2015	Jeffrey P. Shay, <i>Washington and Lee University</i>	1996	Joan G. Dahl, <i>California State University, Northridge</i>
2011	Cynthia Nalevanko, <i>Sage Publications</i>	1995	Robert Wright, <i>Pepperdine University</i>
2005	Paul Hirsch, <i>Northwestern University</i> Kimberly B. Boal, <i>Texas Tech University</i>	1994	Kimberly B. Boal, <i>Texas Tech University</i>
2004	Richard W. Stackman, <i>University of San Francisco</i>	1992	Alan M. Glassman, <i>California State University, Northridge</i>
2003	Kay Devine, <i>University of Alberta</i>	1992	John W. Seybolt, <i>University of Utah</i>
2002	Joyce Osland, <i>San Jose State University</i>	1991	Anthony P. Raia, <i>University of California, Los Angeles</i>
2001	Paul Buller, <i>Gonzaga University</i> Thomas G. Cummings, <i>University of Southern California</i>	1990	Craig C. Lundberg, <i>Cornell University</i>

## ANDRÉ DELBECQ WAM 'STATE OF MIND' AWARD RECIPIENTS

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2023	Sarah Kovoov-Misra, <i>University of Colorado Denver</i>	2010	Fr. Brian Bainbridge (posthumous), and Kay Devine, <i>Athabasca Univ.</i>
2022	James Downing, <i>Naval Postgraduate School</i>	2009	Andre Delbecq, <i>Santa Clara University</i>
2021	Richard Stackman, <i>University of San Francisco</i>	2008	Charles Vance, <i>Loyola Marymount University</i>
2012	Paul Buller, <i>Gonzaga University</i> and Glenn McEvoy, <i>Utah State University</i>	2007	Craig C. Lundberg, <i>Cornell University</i>
2011	Asbjorn Osland, <i>San Jose State University</i>	2006	B. Thomas Mayes, <i>CSU Fullerton</i>



MARCH 22-25, 2023  
RENO, NEVADA



## THANK YOU WAM 2023 TRACK CHAIRS AND REVIEWERS

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### TRACK CHAIRS

Bob Bonner  
David Cavazos  
Marco DiRenzo  
Marion Eberly  
Sharyn Gardner  
Thomas Greckhamer  
Andy Hinrichs  
Reka Lassu  
Chenwei Li  
Lalit Manral

### REVIEWERS

Diana Achoka  
Maureen Andrade  
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Chet Barney  
Soukaina Barnichi  
Gerard Beenen  
Janice Black  
Laura Black  
Annette Bolding  
Robert Bonner  
Christopher Bradshaw  
Lisa Brady  
Virginia Bratton  
Craig Brimhall  
Scott Bryant  
Nancy Burger  
Johnna Capitano  
Shari Carpenter  
David Cavazos  
Hyeonjin Cha  
Zerui Chen  
Robert Chico  
Nobuyuki Chikudate  
Yoonhee Choi  
Yunhyung Chung  
Kathryn Coll  
Avimanyu Datta  
Bart Debicki

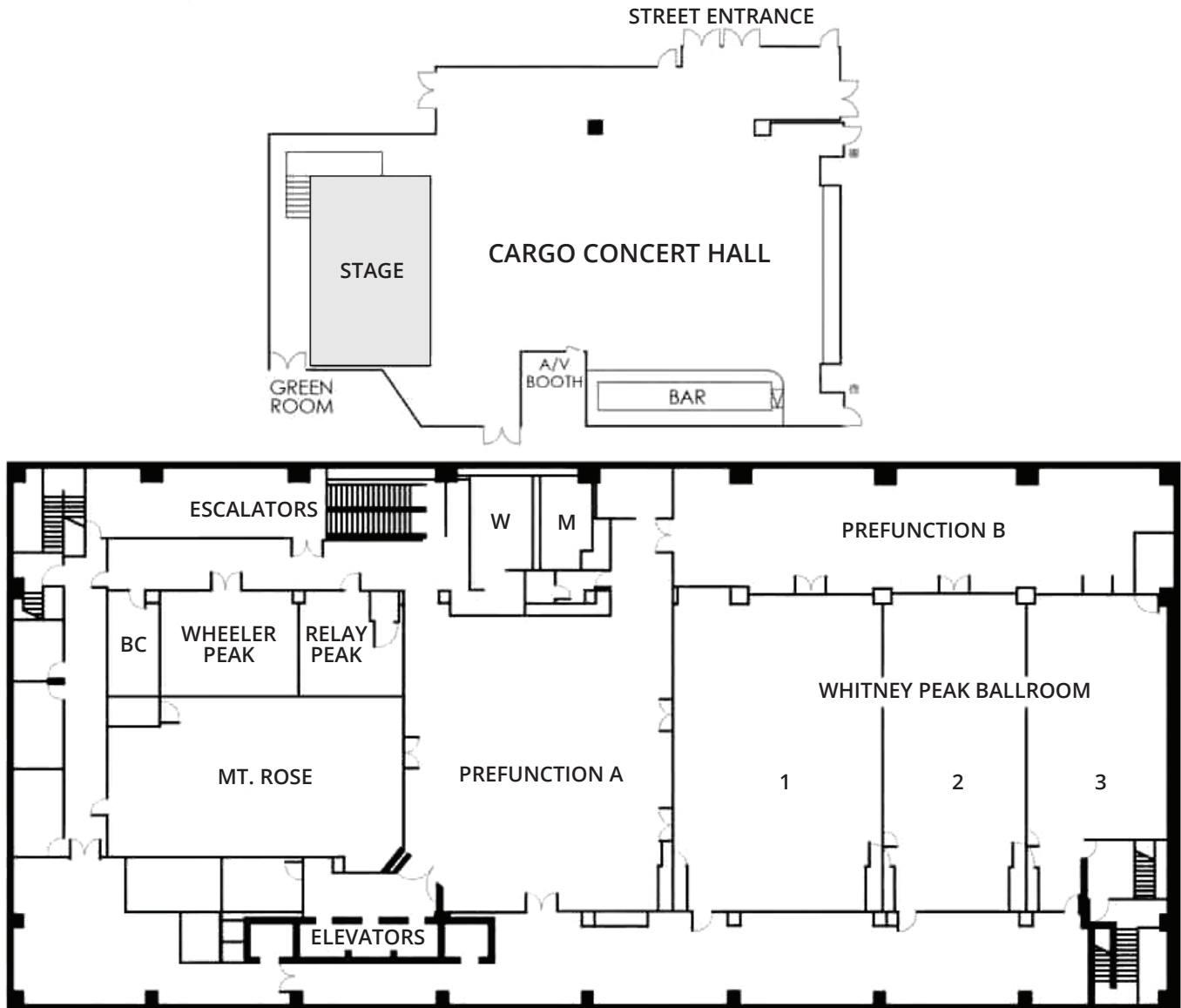
Sally Deck  
Marco DiRenzo  
James Downing  
Marion Eberly  
Kyle Ehrhardt  
Kyle Emich  
Michael Fields  
Carol Flinchbaugh  
Brandon Fogel  
Jeremy Foreman  
Darcy Fudge Kamal  
Sharyn Gardner  
Marco Garza  
Thomas Greckhamer  
Hannah Grubbs  
Julita Haber  
Kelly Hall  
Guohong Han-Haas  
Dave Hannah  
Kevin Heupel  
Andrew Hinrichs  
Jeff Houghton  
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Réka Lassu  
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Aynur Nabiyeva  
Sonny Nguyen  
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Tobias Pret  
Verónica Rabelo  
Becky Reichard  
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Yu Rong  
Ji Woon (June) Ryu  
Shantala Samant  
Craig Seal  
Russell Seidle  
Matthew Selove

Tushar Shah  
Suraj Sharma  
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Danny White  
Nichole Wissman  
Ayse Yemiscigil  
Sicong Zhang  
Yanli Zhang  
Zhonghao Zhang  
Yuxi Zhao  
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## VENUE MAP



**WiFi Network: Whitney-Peak-Meetings**  
**Password: thirdfloor**



## APPENDIX

### WAM 2023 PARTICIPANTS

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