



WAM 2022
63rd Annual Meeting
March 16 – 19, 2022
Hilton Waikoloa Village, the Big Island, Hawaii

THEME:
From Resilience to Thriving: The Crisis Remade



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PROGRAM AT-A-GLANCE

THURSDAY, MARCH 17	
07:00-17:00	Registration Open
08:00-14:00	Doctoral & Junior Faculty Consortium
08:00-15:45	WCA Conference
14:15-15:45	Meet the Editors Panel
16:00-17:30	Fireside Chat with JMI Scholars
17:30-19:30	WAM Opening Reception

FRIDAY, MARCH 18							
Room	Kings 1	Kings 2	Kings 3	Kohala 3	Kohala 4	Kona 4&5	Grand Promenade
07:00-08:00	Newcomers' Breakfast						Registration Open
08:00-09:30	Workshop	Panel	Symposium	Workshop	Symposium	Developmental Papers #1	
09:30-09:45	Coffee Break						
09:45-11:00	Traditional Papers #1	Traditional Papers #2	Traditional Papers #3	Traditional Papers #4	Symposium	Developmental Papers #2	
11:00-11:15	Coffee Break						
11:15-12:15	Workshop	Workshop	Panel	Panel	Workshop		
12:15-14:15	Presidential Lunch & Awards						
14:15-15:30	Traditional Papers #5	Traditional Papers #6	Traditional Papers #7	Workshop	Ascendant Scholars Session	Workshop	
15:30-15:45	Coffee Break						
15:45-17:00	Traditional Papers #8	Traditional Papers #9	Traditional Papers #10	Traditional Papers #11	Traditional Papers #12	Developmental Papers #3	

SATURDAY, MARCH 19							
Room	Kings 1	Kings 2	Kings 3	Kohala 3	Kohala 4	Kona 4&5	Grand Promenade
07:00-08:30	Breakfast and WAM Business Meeting						Registration Open
08:30-9:45	Traditional Papers #13	Traditional Papers #14	Traditional Papers #15	Workshop			
09:45-10:00	Coffee Break						
10:00-11:15	Traditional Papers #16	Traditional Papers #17	Traditional Papers #18	Workshop			



WAM FUTURE SITES

2023 Renaissance Reno Downtown Hotel, One South Lake Street, Reno, Nevada 89501

2024 TBA

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

2021-2022 WAM OFFICERS

President	Kim Hinrichs, University of California Chico
Vice President & Program Chair 2022	Antoaneta Petkova, San Francisco State University
Presidential Track	Lori Peterson, Northeastern State University in Oklahoma
Communications Officer	Alex Bolinger, Idaho State University
Chief Financial Officer	Jim Downing, Naval Postgraduate School
Representative at Large (two-year)	Chris Bradshaw, California State University, Stanislaus
Representative at Large (two-year)	Jyoti Bachani, Saint Mary's College of California
Representative at Large (three-year)	Chet Barney, University of South Dakota
Past President	Ana Maria Peredo, University of Victoria & University of Ottawa

WAM'S CONFERENCE SERVICE PROVIDER

WAM's Executive Committee are delighted to announce the partnership with Podium Conferences & Association Specialists to assist conference planning going forward.





WAM 2022 JMI Scholars



Violina Rindova,
University of Southern California



Michael Lounsbury,
University of Alberta

WAM 2022 Ascendant Scholars

Brooke Lahneman, Montana State University

Courtney Masterson, University of San Francisco

Allison Marie Ellis, Cal Poly

WAM 2022 Best Paper Award Finalists

“Control and change in teams: Conscientiousness and proactivity alignment improves team performance”
by Kyle J Emich, Li Lu, Amanda Ferguson, Randall Peterson, Elizabeth McClean, Sean Martin, Col. Todd Woodruff,
Michael McCourt

“The Important Role of Top Management Team Trust amid Crisis” by Dejun “Tony” Kong, Lisa van der Werff,
Craig Crossley, Cecily Cooper, Finian Buckley, Colette Real

“Can you land the job while sick? Studying the consequences of presenteeism on selection outcomes”
by Pauline Schilpzand, Simon Restubog, Yueyang Chen

“Employee Dilemmas from Competing Organizational Objectives: Insights from Emergency Medical Services”
by Timothy Gubler, Haibo Liu, Alexandru Roman

“How Do Followers Respond to Curious Leaders? The Influence of Psychological Safety and Leader Gender on
Follower Reactions to Leader Curiosity” by Phil S Thompson & Anthony C Klotz

“Adaptive Resilience in Family Business During and Post Crisis: The Mediating Role of Improvisation” by Ali Mchiri



WESTERN ACADEMY OF MANAGEMENT 2022 CONFERENCE SCHEDULE SUMMARY

THURSDAY, MARCH 17

07:00-17:00	REGISTRATION OPENS (Grand Promenade)
07:00-08:00	BREAKFAST FOR CONSORTIA & WCA (Grand Staircase)
08:00-14:00	DOCTORAL & JUNIOR FACULTY CONSORTIUM (Kings 2 & Kings 3)
08:00-15:45	WCA CONFERENCE (Kohala 3)
10:00-10:30	COFFEE BREAK (Grand Promenade)
11:30-13:00	LUNCH FOR CONSORTIA & WCA (Grand Staircase)
14:00-14:15	BREAK
14:15-15:45	MEET THE EDITORS PANEL, OPEN TO ALL (Kona 4&5)
15:45-16:00	COFFEE BREAK (Grand Promenade)
16:00-17:30	FIRESIDE CHAT WITH JMI SCHOLARS (Kona 4&5)
17:30-19:30	WAM OPENING RECEPTION Sponsored by the Business School at University of Colorado – Denver (Lagoon Lanai)

FRIDAY, MARCH 18, 2022

07:00-17:00	REGISTRATION OPENS (Grand Promenade)
07:00-08:00	NEWCOMERS' BREAKFAST Sponsored by the College of Business at University of Montana (Lagoon Lanai) (Open to anyone who has attended fewer than 60 WAMs)
08:00-09:30	CONCURRENT SESSIONS (see full schedule below)
09:30-09:45	COFFEE BREAK (Grand Promenade)
09:45-11:00	CONCURRENT SESSIONS (see full schedule below)
11:00-11:15	COFFEE BREAK (Grand Promenade)
11:15-12:15	CONCURRENT SESSIONS (see full schedule below)
12:15-14:15	PRESIDENTIAL LUNCH & AWARDS Sponsored by the Lam Family College of Business at SFSU (Lagoon Lanai)
14:15-15:30	CONCURRENT SESSIONS (see full schedule below)
15:30-15:45	COFFEE BREAK (Grand Promenade)
15:45-17:00	CONCURRENT SESSIONS (see full schedule below)

SATURDAY, MARCH 19, 2022

07:00-11:15	REGISTRATION OPENS (Grand Promenade)
07:00-08:30	BREAKFAST AND WAM BUSINESS MEETING (Grand Staircase)
08:30-09:45	CONCURRENT SESSIONS (see full schedule below)
09:45-10:00	COFFEE BREAK (Grand Promenade)
10:00-11:15	CONCURRENT SESSIONS (see full schedule below)



WAM 2022 PROGRAM SCHEDULE

THURSDAY, MARCH 17

SCHEDULE OVERVIEW

07:00-17:00	Registration Opens (Grand Promenade)
07:00-08:00	Breakfast for Consortia & WCA (Grand Staircase)
08:00-14:00	Doctoral & Junior Faculty Consortium (Kings 2 & Kings 3)
08:00-15:45	WCA Conference (Kohala 3)
10:00-10:30	Coffee Break (Grand Promenade)
11:30-13:00	Lunch for Consortia & WCA (Grand Staircase)
14:00-14:15	Break
14:15-15:45	Meet the Editors Pael, open to all (Kona 4&5)
15:45-16:00	Coffee Break (Grand Promenade)
16:00-17:30	Fireside Chat with JMI Scholars (Kona 4&5)
17:30-19:30	WAM Opening Reception Sponsored by the Business School at University of Colorado – Denver (Lagoon Lanai)

07:00-17:00 REGISTRATION OPENS

Location: Grand Promenade

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

Location: Grand Staircase

08:00-14:00 DOCTORAL & JUNIOR FACULTY CONSORTIUM

Location: Kings 2 & Kings 3

08:00-15:45 WCA CONFERENCE

Location: Kohala 3

10:00-10:30 COFFEE BREAK

Location: Grand Promenade

11:30-13:00 LUNCH FOR CONSORTIA & WCA

Location: Grand Staircase

14:00-14:15 BREAK



14:15-15:45 **MEET THE EDITORS PANEL, OPEN TO ALL**

Location: Kona 4&5

Lillian Turner Eby, University of Georgia (leby@uga.edu)
Talya Bauer, Portland State University (cetb@pdx.edu)
Berrin Erdogan, Portland State University (berrine@pdx.edu)
Brian L. Connelly, Auburn University (bconnelly@auburn.edu)
Richard Stackman, University of San Francisco (rwstackman@usfca.edu)
Kathy Lund Dean, Gustavus Adolphus College (lunddean@gustavus.edu)
Alex Bolinger, Idaho State University (alexbolinger@isu.edu)

15:45-16:00 **COFFEE BREAK**

Location: Grand Promenade

16:00-17:30 **FIRESIDE CHAT WITH JMI SCHOLARS**

Location: Kona 4&5

Violina Rindova, University of Southern California (rindova@marshall.usc.edu)
Michael Lounsbury, University of Alberta (ml37@ualberta.ca)

17:30-19:30 **WAM OPENING RECEPTION
SPONSORED BY THE BUSINESS SCHOOL AT UNIVERSITY OF COLORADO - DENVER**

Location: Lagoon Lanai

FRIDAY, MARCH 18

SCHEDULE OVERVIEW

07:00-17:00	Registration Opens (Grand Promenade)
07:00-08:00	Newcomers' Breakfast Sponsored by the College of Business at University of Montana (Lagoon Lanai) (Open to anyone who has attended fewer than 60 WAMs)
08:00-09:30	Concurrent Sessions
09:30-09:45	Coffee Break (Grand Promenade)
09:45-11:00	Concurrent Sessions
11:00-11:15	Coffee Break (Grand Promenade)
11:15-12:15	Concurrent Sessions
12:15-14:15	Presidential Lunch & Awards, Sponsored by the Lam Family College of Business at SFSU (Lagoon Lanai)
14:15-15:30	Concurrent Sessions
15:30-15:45	Coffee Break (Grand Promenade)
15:45-17:00	Concurrent Sessions



07:00-17:00 **REGISTRATION OPENS**

Location: Grand Promenade

07:00-08:00 **NEWCOMERS BREAKFAST**
SPONSORED BY THE COLLEGE OF BUSINESS AT UNIVERSITY OF MONTANA
(OPEN TO ANYONE WHO HAS ATTENDED FEWER THAN 60 WAMS)

Location: Lagoon Lanai

08:00-09:30 **WORKSHOP**

Room: Kings 1

Connecting unlikely partners: International students and local community

Julia Ivy¹

¹Northestern University

Organizer Contact: j.ivy@northeastern.edu

Abstract: The goal of this PDW is to share with academic community the experience of establishing a BE-EDGE Consult-a-thon platform and process for bringing together two universities' strategic stakeholders that otherwise do not often interact. These are international students from top American universities and small businesses from low-income American communities. This platform let both groups of stakeholders pursue their main needs: international students are eager to gain American experience relevant to their employability goals, and small businesses are happy to gain brainpower, passion, and potential increase in client base without bearing the cost. While many universities provide volunteer projects to communities, many of them lack the process that synchronize needs and vibes of involved parties at four levels, the personal, social, professional, and empowerment levels. Instead, it is often perceived as a one-way charity. BE-EDGE Consult-a-thon challenges such practice and lets the "synchronization of equals" happen

08:00-09:30 **PANEL**

Room: Kings 2

Thriving in a turbulent world: Reflections on the Fulbright experience

Richard Moore¹, Joanne Scillitoe¹, Joan Winn², Eric Kessler³, Monica Hernandez⁴, Richard Kernochan¹

¹California State University Northridge, ²Univeristy of Denver, ³Lubin School of Business at Pace University, ⁴St. Edward's University

Organizer Contact: richard.moore@csun.edu

Abstract: This panel is designed to kick start the development of a network of Fulbrighters within the WAM Community and encourage other WAM members to participate in the program. A ninety minute time frame is requested. In this panel presentation six recent Fulbright participants will reflect on their experience as Management Professors in the Fulbright program in relation to the conference theme. The reflections will be built around four aspects of the experience: 1. The Context 2. The Fulbright Experience 3. Implications for Management Education 4. Advice to Future Fulbrighters.

08:00-09:30 **SYMPOSIUM**

Room: Kings 3

Thriving in a post crisis world: Innovations in management pedagogy and research

Rajnandini Pillai¹, Bennett Cherry¹, Merryl Goldberg¹, Ranjeeta Basu¹, Preeti Wadhwa², Kate McCombs³, Ethlyn Williams⁴, Kevin Lowe⁵, Ronald Riggio⁶

¹California State University San Marcos, ²Cal Poly Pomona, ³Samford Brock School of Business, ⁴Florida Atlantic University,

⁵University of Sydney, ⁶Claremont McKenna College

Organizer Contact: rpillai@csusm.edu



Abstract: This symposium presents innovative strategies for remaking both pedagogy and research in order to thrive in a post pandemic world: arts education for business, a campus wide mindfulness initiative, a service learning initiative, a self-leadership project for students, and a followership framework. The presenters will engage with the audience using an interactive approach (e.g., arts education, mindfulness practices) for a lively discussion of their experiences with these strategies and to collectively chart the way forward.

08:00-09:30 **WORKSHOP**

Room: Kohala 3

JMI Manuscript Incubator

Richard Stackman¹, Kathy Lund Dean², David Hannah³, Ana Maria Peredo^{4&5}

¹University of San Francisco, ²Gustavus Adolphus College, ³Simon Fraser University, ⁴University of Victoria, ⁵University of Ottawa

Organizer Contact: rwstackman@usfca.edu

Abstract: Come celebrate WAM's frame-breaking journal -- the Journal of Management Inquiry. In this session, a group of JMI editors and editorial review board members will review the mission and scope of JMI and discuss the types of submissions that are unique to each of the journal's sections. Bring your manuscript ideas and participate in an Incubator activity, where feedback on your ideas will be provided. The session will conclude with a discussion of the submission and review process that authors can expect.

08:00-09:30 **SYMPOSIUM**

Room: Kohala 4

A critical look at the influence of technology on management practice and pedagogy: Unchallenged assumptions and unintended consequences

Kim Hinrichs¹, Andrew Hinrichs², Kathleen Dale³, Christopher Bradshaw², Saahrok Kim², Suzanne Zivnuska¹

¹California State University, Chico, ²California State University, Stanislaus, ³Minnesota State University, Mankato

Organizer Contact: khinrichs@csuchico.edu

Abstract: We aim to explore the unexamined issues and assumptions that have been overlooked or suppressed regarding the ever-increasing use of technology in management education and extend the critical debate on the impact of technology on university faculties and students. In addition, we address changes in the management profession predicted to take place in the not too distant future as artificial intelligence begins to perform more and more of a manager's work and the implications of those changes on management education. Our presentations taken together will provide practical considerations for pedagogy and research as well as provocative questions to debate at the end of the session and into the future.

08:00-09:30 **ROUND TABLES - SESSION 1**

Room: Kona 4&5

Table Number: 1

Chair: Lori Peterson

Entrepreneurial desire for outmigration: A validated measure

Maureen Andrade¹, Ryan Schill¹, Ron Miller¹, Angela Schill¹, David Benson¹, Cray Rawlings¹, Duncan Christensen¹, Macae French-Allen¹

¹Utah Valley University

Organizer Contact: maureen.andrade@uvu.edu

Abstract: Outmigration negatively impacts many countries. This research introduces a survey instrument for use in measuring pressure for entrepreneurs to leave their home country. Entrepreneurs in Mexico were given a survey regarding both personal and interpersonal pressures to outmigrate. Participants were gathered from an NGO that trains entrepreneurs utilizing the



NGO's alumni and current students. Exploratory factor analysis showed three valid factors, which are personal preference, social pressure, and perception of opportunities. Additionally, the instrument showed statistical reliability. Responses were summed to create a score. This appears to be the first instrument of its kind to measure outmigration pressure on entrepreneurs and the first to be validated on the international stage. The tendency score resulting from the survey has application to help researchers and employers understand the likelihood of a worker leaving his/her country to work elsewhere.

Indigenous entrepreneurship at Sage & Oats: A case study in blending tribal heritage with an entrepreneurial platform

Brooke Lahneman¹, Virginia Bratton¹, Laura Black¹

¹Montana State University

Organizer Contact: brooke.lahneman@montana.edu

Abstract: We are developing a case study of a successful Indigenous entrepreneur from the Northern Cheyenne tribe in Montana, and his company Sage & Oats, with "success" contextualized by how their community defines it. We are working with the entrepreneur and the Northern Cheyenne Tribal Council to present findings in ways that resonate with Indigenous communities and students, and in so doing we hope to not only disseminate an exemplar of an Indigenous entrepreneur in Montana for the classroom, but also more broadly deepen understanding of differences between traditional and Indigenous entrepreneurship for academics, students, and practitioners. Our initial findings uncover patterns regarding authenticity and heritage, as well as a commitment to relationships, as being core to this successful Indigenous enterprise. We have identified two theoretical areas that promise strong potential for framing and interpreting our study, including bicultural adjustment and dual identity processes.

Creating, closing, and crashing: Cooperative institutional entrepreneurship by elite incumbent actors

Brooke Lahneman¹, Anne Parmigiani², Jennifer Irwin³

¹Montana State University, ²University of Oregon, ³Lycoming College

Organizer Contact: brooke.lahneman@montana.edu

Abstract: In this research proposal, we outline our plan to track the cooperative roles of two major firms in the US RV industry, Forest River and Thor in the decline of the RV industry association-run Louisville, and in the rise of their own Open House event over the same period, as well as track the role and actions of the RVIA in this process. Interestingly, Forest River and Thor have been deeply involved in the leadership of the RVIA, such that they would have had sway over all three events. They also dominate much of the media mentions. We suggest that their formal and informal influence on these "field-configuring events" allowed them to shift the existing institutional order in their favor and that this influence originates from their power of embedded agency. We have collected extensive qualitative data, and aim to develop a process model contributing to theory on the role of elite incumbent actors in cooperative institutional entrepreneurship through field-configuring events.

Perceptions of binge drinkers' credibility, attractiveness, considerateness, cleanliness, and healthiness

Katie Dickins², Teri Tompkins¹, J. Robert McQuaid¹

¹Pepperdine Graziadio Business School, ²Pepperdine University

Organizer Contact: teri.tompkins@pepperdine.edu

Abstract: The purpose of this quantitative quasi-experimental study was to examine the perceptions of social and physical attraction, homophily, credibility, considerateness, health, and cleanliness of college binge and non-binge drinkers at a small rural liberal arts college in the mid-Atlantic. Participants assessed a randomly assigned photograph of four models (two males and two females) with or without alcohol artifacts on the seven dependent variables above. Both binge drinkers and non-binge drinkers responded with more favorable ratings to the model in the picture without alcohol at a significant level for all dependent variables except physical attraction. College administrators and health advocates can use the findings of negative perceptions of binge drinking in communication campaigns to decrease binge drinking behaviors.



Table Number: 2

Chair: Sarah Kovoov-Misra

The family as a stakeholder: Female entrepreneurs, family systems, and family legitimacy thresholds

Arielle Newman², Lisa Jones Christensen²

¹Syracuse University, ²Brigham Young University

Organizer Contact: arnewman@syr.edu

Abstract: Entrepreneurship research posits that nascent entrepreneurs can expect resources from family members. Thus, most studies of entrepreneur legitimacy-seeking behavior focus on targets external to the family. In contrast, this paper explicitly identifies the family as a key legitimacy-granting stakeholder in the entrepreneurial ecosystem. As such, the family evaluates entrepreneurs based on expected roles, leading female entrepreneurs to face gender-related barriers to gaining approval and resources. Thus, the gendered experience of female entrepreneurs illustrates that a “family legitimacy threshold” may exist (and differ) for male and female entrepreneurs, challenging the taken for granted assumption of familial support. We draw on feminist and family systems theory to highlight the expectations female entrepreneurs may encounter in families. This paper offers theory regarding the timing and targets of entrepreneur legitimacy-seeking behavior. In addition, it identifies barriers that family-embedded female entrepreneurs face, and explains why family support may be delayed or withheld for female entrepreneurs.

An organizational resilience approach to occupy, COVID-19, and climate change

William Barnes¹, Gregory Hill¹

¹University of Portland

Organizer Contact: barnesw@up.edu

Abstract: In a time of rapidly increasing risk, the concept of “resilience” is attracting growing attention as it represents a capacity to bounce back and to maintain a “desirable” status quo. This downplays the potential for using disturbances as windows of opportunity for change. But in fact, resilience science affords a sophisticated theory of change that emphasizes transformation. Although the theory originated in environmental systems, the ideas have potential to lend insight into social change processes as well, including in economic institutions and organizations. The first section of our developing paper articulates a resilience-based theory of change distinguishing adaptive and transformational approaches. Our paper then briefly illustrate the robustness of our approach through three cases: 1) the rise of inequality and Occupy 2) the global COVID-19 pandemic, and 3) the climate change crisis bearing down on all organizations, centered on the buildings industry.

When helping hurts: Endemic inequality exacerbated by the COVID-19 crisis creates negative consequences to indigenous communities

Carma Claw¹, Mabel Sanchez²

¹Fort Lewis College, ²California State University, College of Business and Economics

Organizer Contact: cmclaw@fortlewis.edu

Abstract: This paper examines the tensions between an indigenous community and NGOs as revealed in the endemic inequality context of the COVID-19 crisis. The power dynamics of the relationships and the intergenerational tensions within the community was exposed as NGOs failed to listen to the needs of those they sought to aid. We believe it is clear that these dynamics are a continuation of colonial attitudes toward indigenous communities and of cultural genocide aiming to destroy Native belief systems to fully assimilate into western ideology. We present one woman’s experience as an example that is representative of NGO engagement with the Diné community. As management scholars we must take note of the adverse impact organizations have on communities they are trying to aid and seek improved understanding about how NGOs can assist communities in a more beneficial and positive way.



An introductory exploration of climate justice and community stakeholders

Ian Dunham¹

¹*San Francisco State University*

Organizer Contact: dunham2080@gmail.com

Abstract: Emerging out of ongoing debates in the broad field of environmental justice research, the concept of climate justice addresses the potential inequitable impacts of climate change on vulnerable populations, as well as the inclusion of vulnerable populations in policy decisions. Utilizing a novel dataset of firm-level greenhouse gas emissions in the San Francisco Bay Area, this research introduces a method to analyze the relationship between the presence of emissions and the sociodemographic characteristics of local communities. In line with prior environmental justice research, the results reveal considerable concerns about the concentration of emissions in communities of color. The implications of these initial findings are potentially significant in terms of how they relate to existing literature addressing nonfinancial information disclosure and the relationship between firms, greenhouse gas emissions, and local community stakeholders.

Table Number: 3

Chair: Yang Huo

Using classroom roles to empower students in a leadership skills course

Priyanka Joshi¹, Chenwei Li¹, Dayna Walker¹

¹*San Francisco State University*

Organizer Contact: priyankajoshi@sfsu.edu

Abstract: People identify with roles, especially when they are imbued with power and status. In this experiential activity, we facilitated the development of leader identity and leadership skills by assigning student groups to six classroom leadership roles such as culture creators, energy leaders, efficiency managers, participation facilitators, connectors, and student advisory board members. The semester-long activity resulted in an increase in leader identity (Study 1 & 2) and resulted in greater leadership skills development, proactivity and creativity than a control classroom that completed a different activity commonly used in our leadership courses (Study 2). We provide details about the nature of the experiential activity. We conclude that students highly identify with the classroom roles that they choose, the classroom roles empower students to influence others in ways aligned with their role, and the role assignment leads to greater student leadership, creativity and flexibility.

Entrepreneurship after the COVID-19 pandemic: What doesn't kill entrepreneurs, makes them stronger

Mahshid Jessri¹

¹*California State University Los Angeles*

Organizer Contact: mjessri@calstatela.edu

Abstract: This article addresses how entrepreneurs use their prior experiences for improving their subsequent actions. Specifically, we focus on the nature of experiences (success or failure) to see the differences in their impacts on entrepreneurs' opportunity creation. Now, after the Covid-19 pandemic crisis, the impact of learning from failure has become even more important to study. Drawing on the Global Entrepreneurship Monitor (GEM), this paper proposes not only the experiences of entrepreneur, but also the potential impact that other entrepreneurs' success/failure experiences may have on the learning process in the opportunity creation for entrepreneur. Also focusing on repeatedly successful entrepreneurs (repeat entrepreneurs), we explain the effect of failure on entrepreneurs' learning after a series of successes. Drawing from attribution theory, we develop conceptual propositions. This article makes important theoretical contribution to opportunity creation for entrepreneurs.

Managing tensions between individual participation and organizational control in online workplace communities

Kathryn Aten¹, Anita Salem¹

¹*Naval Postgraduate School*

Organizer Contact: kjaten@nps.edu



Abstract: Social media in organizations can foster information sharing, increased communication, and collaboration. Online communities have become ubiquitous in the workplace. Scholars suggest, however, that social media use in organizations is outpacing our understanding of these technologies and theories of how they change organizational processes. Destructive behavior on workplace online community sites has led to negative organizational consequences and risks to individual and organizational security. Organizations need a better understanding of how to manage the tensions between individual participation and organizational control of online workplace communities. This qualitative study will contribute to understanding of enterprise social media by analyzing the case of the founding, development, participation, and administration of Navy Facebook groups to address this question.

Table Number: 4

Chair: Michael Fields

Dreaded blue envelope: An empowering experiential exercise

Eric Lamm¹

¹San Francisco State University

Organizer Contact: ericlamm@sfsu.edu

Abstract: This experiential exercise provides a great opportunity for students to not just learn what empowerment is theoretically, but to appreciate what it means to feel empowered. The exercise is structured whereby students are given the opportunity to create their own assignment if they can convince their peers and the instructor of the merits of their approach. However, if they fail, they must accept a mystery assignment in a Blue Envelope which they are assured they will not enjoy. The fear of the Blue Envelope serves as a great motivator for students to take ownership over their own learning, resulting in heightened engagement in both the exercise, as well as the assignment that they create. The exercise has worked successfully on both undergraduate and graduate classes both in person and online in a synchronous format.

Did you hear the one about...?: Overcoming risks of using humor in the classroom to benefit learning

Sally Baack¹

¹San Francisco State University

Organizer Contact: sbaack@sfsu.edu

Abstract: Humor has been the topic of many studies in management and in management education. It turns out humor is a funny thing. It has experienced a love-hate relationship in management and in management education research. On one side, the positives and benefits of using humor have been heralded, and on the other side, the risks and downfalls of using humor have been highlighted. But prior work has agreed that humor used effectively in certain contexts has seemed to work wonders for certain individuals. The mystery/elusiveness of effective humor-use has been a motivation for researchers for decades, and this paper will work to explore ways in which humor practitioners and humor researchers can uncover some best practices and guidelines associated with effective use of humor in a professional education setting, so that the benefits of humor can be realized for a much broader use of educators.

How the crisis remade academia: Understanding gender disparity through agent-based modeling

Mai Trinh², Chantal van Esch¹

¹Cal Poly Pomona, ²Arizona State University

Organizer Contact: cvanesch@cpp.edu

Abstract: COVID-19 has had an undeniable impact on universities and academic careers but the extent and longevity of this impact is yet unknown. This research proposal aims to use agent based modeling to understand the disparate and lasting impact on academia that was caused by decreased productivity due to the pandemic. This simulation will help us to understand how male and female academics academic career trajectories will be impacted by loss of productivity during the pandemic, explores the long-term impacts on gender (in)equality in academia, and tests how proposed institutional interventions (such as tenure clock extensions and support for dependent care) alter the impact.



How to drive engagement and learning: Building better through the pandemic HERRO: Building on hips

Krystal Miguel Rawls¹

¹California State University Dominguez Hills

Organizer Contact: kmrawls@csudh.edu

Abstract: An introductory Organizational Behavior Course reviews teaching practices which tackle (economic, social, business, or cultural) issues through a simulated higher education management company: Legacy Administration. The course(s) were delivered through an innovative model where the course material is supported by engaging in high-impact practices as taught in the Effective Teaching Practice Course by ACUE and as an idea-to-implementation organization. While there are many service-learning and apprenticeship courses in higher education models, this model relies on the student to explore their own role in their learning while also delivering a viable product or service. Using NVivo, qualitative data analysis software, student opinion of teacher effectiveness (SOTE) survey comments was evaluated for elements that align with high impact practices as developed in the ACUE Teaching Effectiveness course as well as language associated with Bloom's Taxonomy.

Catch-22 of teaching students who think you look 22

Chantal Van Esch², Robert Bonner¹, Brittany Buis³, Yifeng Fan⁴

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

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Abstract: Junior faculty and doctoral students often face challenges specific to a lack of experience in the classroom. These challenges are amplified when instructors look young and face a perceived lack of legitimacy in both area expertise and practical experience. Despite these challenges, there may be some benefits of being a young educator in a Business School. This research proposal aims to examine the paradoxes these young teachers face in the early years of teaching, with a particular interest in identifying the most salient challenges and benefits and examining interventions to mitigate the challenges and leverage the benefits.

Table Number: 5

Chair: Johnna Capitano

Time to pick up the kaleidoscope of employee emotions in strategic HRM research

Sargam Garg¹

¹California State University, Sacramento

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Abstract: Strategic Human Resource Management (HRM) scholars have recognized the progress of macro-level research in strategic HRM and have argued for the necessity of more work explaining variance in the employee perceptions and reactions to an HRM system (Wright & Boswell, 2002; Wright & Haggerty, 2005). This has given rise to a new research stream on the employee perspective in strategic HRM. This work takes a holistic approach to understanding variations in employee perceptions to HRM practices by integrating multiple research streams such as strategic HRM, emotions, temporal research and social cognition.

Boomerang employees: A research agenda

Sargam Garg¹

¹California State University, Sacramento

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Abstract: With employees frequently switching employers, researchers have discussed the decline in employment stability and highlighted that this decline has a potential to offer personal fulfillment, and upward mobility to employees (Arthur & Rousseau, 1996; Cappelli, 2000; Hall, 2002; Henderson & Bierman, 2009). Bureau of Labor Statistics (BLS) data from 2020 points to an average job tenure of 4.1 years with median employee tenure being lower for younger workers in comparison to older ones. But some employee-employer relationships end only to be revived again. This phoenix like characteristic of the new employee-employer relationship has given rise to boomerang employees. Taking stock of the prevailing theory and research on this topic, I present a review with three broad research questions to guide the future research.



Holding the best and worst hand: A two-sided matching approach to seller-intermediary relationships

Darcy Fudge Kamal¹, Yeon Ju Baik², Madhu Viswanathan³

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Abstract: We study the interplay between partner selection, firm resources, and resource concentration in the Thoroughbred horse industry, focusing on seller-intermediary relationships and a given portfolio of products. Theory predicts that partners are more likely to be selected for high-quality resources. However, when an upstream partner has multiple goods to allocate, the focal partner may bundle high-quality resources with low-quality resources. We analyze this problem using a dataset of breeder-consignment relationships formed from 2005 to 2008 to sell horses. Our modeling approach incorporates the selection of partner decisions, allowing us to account for the diversity of goods for each side and competition for partners. Our results indicate that differences in resource portfolios result in an increased concentration of business with intermediaries.

The impact of participation in a business plan competition on entrepreneurial intention

Lorraine Taylor¹, Michael Valdez¹

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Abstract: A baccalaureate college in the Southwest has hosted an annual business plan competition since 2016. The objectives of the competition align with the college's mission to put students at the center, put knowledge into action, and leverage community and regional partnerships. A series of educational workshops are offered prior to submission of the written business plans. Teams with the top scores on their written plans are invited to pitch their business idea to a panel of judges. Cash prizes and scholarships are offered to the top teams. Over 120 past participants in the business plan competition were surveyed to understand the impact that their experience had on their entrepreneurial intention as measured by the EIQ. Undergraduate students, recent alumni, regional high school and community college students were included in the sample.

Table Number: 6

Chair: Klaus Uhlenbruck

Keep it simple: Linking CEO cognitive simplicity and organizational digital strategy orientation

David Lohmar¹, Christopher Jung¹, Stephan Nüesch¹

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Abstract: How does the cognition of the chief executive officer (CEO) influence the firm's digital strategy orientation? Employing the recently developed theoretical perspective of decision weaving (Ott and Eisenhardt 2020), we test how a CEO who thinks persistently and coherently, or to put it another way, simply, influences a firm's digital strategy orientation. We argue that cognitive simplicity enables persistent, effortful action and sequential focus on digital strategy in the face of abundant and fleeting opportunities. We theorize that overconfidence in the CEO influences the cognitive processes such that it positively moderates the relationship between cognitive simplicity and digital strategy orientation. The results of our fixed-effects panel analysis support our theorizing. We conclude that cognitive simplicity is a positive characteristic that helps CEOs promote a company's digital strategy orientation.

CEO turnover, change in CEO political orientation, and CSR strategies

Nara Jeong¹

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Abstract: Building on the upper echelon perspective, this research examines the following research questions: first, how does a change in CEO political orientation influence a change in firm resource allocation and outcome? Second, how does CEO succession type influence this relationship? A summary of the literature and proposed methods will be discussed.



When risks come after you, are female CEOs better? Multi-level performance analysis of CEOs during COVID crisis

John Rajan¹, Fatemeh Askarzadeh², Matthew Farrell¹, Chris Willis³

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Abstract: The literature suggests that women are risk-averse and avoid risky and uncertain situations. Furthermore, according to the gender role theory, managerial activities need agentic behavior, suggesting females are unsuitable for such roles because of their communal behavior. However, in uncertain times that of COVID-19, when risks come after you, do the communal traits of females make them a better candidate to lead the firms to better performance. Therefore, this study proposes to conduct a multi-level performance analysis using a global dataset of public firms to see if female CEOs are better performers when faced with a systematic risk of a pandemic.

Leader-follower Congruence in Overqualification and Leader Undermining: The Mediating Role of Leader Downward Envy

Weichun Zhu¹, Fang Liu², Junbang Lan³, Yuanyuan Gong⁴, Jinxin Li²

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Abstract: Drawing upon social comparison theory, we examine the congruence effect of leader and follower overqualification on leader downward envy, which in turn leads to leader undermining behavior. Using a two-wave survey and multi-source data gathered in China, the results of polynomial regressions on 301 dyads revealed that the less aligned a leader's overqualification was with a follower's, the greater leader downward envy. Downward envy was greater in high-high congruence dyads than in low-low congruence dyads. Asymmetrical incongruence effects were found wherein leaders experienced greater downward envy when leader overqualification was lower than follower overqualification as compared with when leader overqualification was higher. In addition, by increasing downward envy, leader-follower (in)congruence in overqualification had an indirect positive effect on leader undermining behavior. These findings underlie the importance of taking both leaders' and followers' characteristics into consideration in comprehending the emergence of leader downward envy and leader undermining.

09:30-09:45

COFFEE BREAK

Location: Grand Promenade

09:45-11:00

LEADERSHIP - I

Room: Kings 1

Chair: Duane Helleloid

CEO ethical leadership and CSR as unique sources of substantive and rhetoric ethical signals for attracting job seekers: The moderating role of moral identity

Babatunde Ogunfowora¹, Meena Andiappan², Madelynn Stackhouse³, Christianne Varty⁴

¹University of Calgary, ²University of Toronto, ³University of North Carolina at Greensboro, ⁴York University

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Abstract: The present research examines the roles of CEO ethical leadership and CSR as unique and complementary sources of substantive and rhetoric ethical signals for job seekers. Integrating signaling theory (Spence, 1973) and elaboration likelihood model (Petty & Cacioppo, 1986), we propose that CSR and CEO ethical leadership uniquely influence job seeker attraction through three substantive and affective signals: fair treatment, social-environmental responsibility, and experienced moral elevation. In Study 1, we show that CEO ethical leadership uniquely influences job seekers relative to CSR and other recruitment predictors. In Study 2, we find support for the nuanced signaling mechanisms through which CSR and CEO ethical leadership influence job seekers. In Study 3, we find that those with strong (versus weak) moral identities carefully consider and weigh the nuanced ethical information signaled by these two sources. We discuss the theoretical and practical implications of our findings.



Transformational leadership and leader crisis response competence during the COVID-19 pandemic

Dustin Bluhm¹, Hana Johnson², Paul Lester³, Bruce Avolio⁴, Sean Hannah⁵

¹University of Colorado Colorado Springs, ²Washington State University, ³Naval Postgraduate School, ⁴University of Washington, ⁵Wake Forest University

Organizer Contact: dbluhm@uccs.edu

Abstract: Using Conservation of Resources theory, we explore how transformational leadership can bolster followers' psychological and skill-based resources to reduce emotional exhaustion and productivity loss in the pandemic crisis context, and examine leader crisis response competence and perceived coronavirus disruption as boundary conditions. Using multi-wave field study data collected as the pandemic unfolded (n = 453), our results demonstrate that during extreme events, transformational leadership positively influences follower resources of psychological capital and coping with uncertainty that reduce emotional exhaustion and productivity loss. Further, the serial mediation effect was strengthened when perceptions of leader crisis response competence was high, and no longer significant when response competence was low, suggesting that transformational leadership must be paired with an effective crisis response in order to reduce follower emotional exhaustion and productivity loss.

Effects of transformational leadership and employability on employee retention: An agent-based model

Sophia Thomas¹

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Abstract: Employee retention is a problem, especially for small and mid-sized organizations. Research reveals how leadership style affects retention, showing that transformational leaders reduce turnover. Little research has been done on the dynamic relationship of transformational leadership, employability, and retention, and employability is a sparsely-discussed concept in the literature. Agent-based modeling (ABM) is used to view the dynamics of retention while considering the nature of modern organizations. The model looks at the relationships between transformational leaders, individual employability, and turnover. The model will use data from previous research to define parameters for these variables. The model shows how workers and leaders interact and affect employability and retention, and how employability affects turnover behavior when employees are dissatisfied.

Examining the threatened manager: Leader identity threat, actual-ideal self-incongruence, and leader well-being

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Abstract: This research introduces the phenomenon of leader identity threats--behavior from others that suggest one's leadership is not valued. Drawing from identity theory and identity perspectives on leadership, we propose that identity threats lead to higher levels of manager emotional exhaustion due to a stronger belief that one's actual leader self is inconsistent with one's ideal leader self (actual-ideal self-incongruence). Further, we suggest that this effect is exacerbated in managers who pay excessive attention to their reactions to negative experiences (i.e., overidentification). We find support for these ideas across two field studies. In Study 1, threat exhibited a positive relationship with self-reported emotional exhaustion two weeks later in two samples of full-time supervisors. In Study 2, threat exhibited a significant indirect effect on partner-rated emotional exhaustion via actual-ideal self-incongruence, and this effect was significantly moderated by overidentification.

09:45-11:00

ENTREPRENEURSHIP: ECOSYSTEMS AND FINANCING

Room: Kings 2

Chair: Arjun Mitra

The effect of power gap in venture financing groups: A trust perspective

Mahshid Jessri¹

¹California State University Los Angeles



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Abstract: At the venture financing groups, comparative tests of unity of command and shared command principles are possible through studying syndicated venture capitalists and angel groups. When venture financing sources group together, they truly share power, but sometimes they share it equally and sometime one member is dominant. Our research uses both shared and unity command principles for explaining how the power gap between members of syndicated venture capitalists and angel groups can affect venture performance. We propose that for venture financing groups, the stage in which each member makes an investment and the level of trust among members play roles in how the power gap affects venture performance.

The temporal impact of employee turnover on receiving funding in biotech new ventures

Yasmina Lichtinger¹

¹Heinrich-Heine-University Düsseldorf

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Abstract: Employee turnover and its direct implications on organizational performance have drawn considerable attention in management research for decades. Multiple studies have found evidence for negative as well as positive impact of turnover rates on a firm's success. Yet, young organizations, which are thought to be particularly dependent on their human capital, have been largely neglected in extant research. The purpose of this study is to examine the relationship between employee turnover and new venture performance in the Biotech industry as indicated by receipt of funding. We attempt to reconcile the negative and positive implications of employee turnover by considering the temporal dynamics across the organizational life cycle, providing a more nuanced picture of the underlying effects over time. Building on legitimacy theory, we interpret employee turnover as a sign of change within new ventures, serving as available information for investors and influencing their decision-making.

Competition and complementarity in markets and mission: The role of hybrid companies in entrepreneurial ecosystems

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¹University of New Hampshire, ²Montana State University, ³University of Oregon, ⁴University of Montana

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Abstract: We investigate how hybrid companies, for-profit enterprises that seek commercial success by integrating social and/or environmental betterment, act as competitors with and/or complements to other more 'traditional' organizational forms. Using an entrepreneurial ecosystem perspective, we investigate relationships between hybrid companies, mainstream for-profit firms, and nonprofit organizations, and how these relationships are influenced by contextual factors. We analyze panel data from 264 US Metropolitan Statistical Areas across 16 years. We find that hybrid companies tend to be positively related to the presence of nonprofit organizations in an ecosystem, whereas the interaction between entrepreneurial activity and nonprofit organizations elicits fewer hybrids. We conclude that the role of hybrid companies in entrepreneurial ecosystems is nuanced and differentiated from that of mainstream for-profit firms or nonprofit organizations.

09:45-11:00

CRISIS AND INNOVATION

Room: Kings 3

Chair: Christopher Hartwell

Identity interplay and generative dynamics: Fostering organizational innovation

Aimee Hamilton¹

¹University of Denver

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Abstract: Through a qualitative case study, we develop grounded theory of identity's relationship to sustained innovation, a grand challenge facing society. We found that organizational and professional identity interplay played a key role. Both identities are known to be important guides to organizational members, yet the literature has been largely silent on whether and how they inter-relate. Our empirically grounded model of the structures and processes associated with organizational-professional



identity interplay addresses this gap. Our study also provides a deeper understanding of how salient identities can be integrated and balanced and thereby contribute to positive organizational outcomes, such as sustained innovation.

Does uncertainty influence innovation? Evidence from firms in emerging economies

Shantala Samant¹

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Abstract: We examine the impact of uncertainties in the external environment of a firm on the relationship between its innovation inputs and outputs. Building on insights from the resource based and institutional view of strategy, we argue that the relationship between an emerging economy (EE) firm's specialized resources and innovativeness is conditioned by the extent and type of uncertainty in the firm's environment. We hypothesize that competitive uncertainty from informal firms and regulatory uncertainty from corruption weaken the impact of a firm's investments in specialized human capital on its innovativeness by directing its limited resources away from innovative activities. We test our hypotheses using information on 2000 Eastern European firms from the Business Environment & Enterprise Performance Survey. Our findings contribute to literature on innovation and institutional development by developing a model of innovation specific to firms from EEs.

Chronicle of a crisis foretold: How slowing down our understanding of crisis could change our approach to risk, resilience and crisis management

Bart De Keyser¹, Koen Vandenbempt¹

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Abstract: Although scholars have increasingly explored the various aspects of crises happening in organizational life, it has become commonplace to understand such situations as occurring sudden and unexpected. This paper questions whether such conceptualization actually is in line with the day-to-day reality that many organizations face. Drawing on the detailed case of synthetics in the diamond industry, this paper showcases how researchers' current approach to crises might put too much stress on the sudden and exceptional at the expense of the more gradual and mundane. By arguing to 'slow down' our understanding of what constitutes a crisis, this paper ties together the fields on risk, resilience, and crisis management in unison - helping organizations to become better aware of the gradually developing risk that seemingly trivial phenomena might pose, and proactively tailor their flexibility as well as crisis approach accordingly.

Shock absorber: Cushion systematic shocks and building a resilient organization through pre-crisis innovation

Constantin Huesker¹

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Abstract: This study explores how pre-crisis innovation influences organizational resilience in systematic crises. Based on the 2008 Great Financial Crisis, we empirically examine firms' organizational stability and flexibility subject to their strategic emphasis on innovation, operationalized through financial and patent-based measures. We can strongly confirm our hypotheses that pre-crisis innovation is beneficial in times of systematic distress and found even stronger associations for companies that economically underperformed before the crisis' onset. Our findings are theoretically backed by the resource-advantage and the network theory and expand established crisis management and innovation-focused research. Managerial implications constitute that leadership teams are in the position to pro-actively mitigate systematic crisis-related losses by leveraging economic and procedural benefits of innovation. We base our empirical analysis on a sample of S&P 1500 companies.



09:45-11:00

PROFESSORSHIP

Room: Kohala 3

Chair: Jone Pearce

Role-playing as experiential learning: How Dungeons and Dragons assists in teaching management concepts

R. Gabrielle Swab¹, Ian Mercer², John Harris³

¹Towson University, ²Auburn University, ³Georgia Southern University

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Abstract: We propose the use of role-playing games in Management classrooms as a form of experiential learning. In Fall 2020, students across three universities participated in building a character based on their Ideal Entrepreneur, Human Resources Manager, or Leader. Using the format from the popular Dungeons and Dragons role-playing game, the students' chosen character used their characteristics, skills, and knowledge to perform in three different course related scenarios. Students were then asked to reflect on their character, their decisions, and the subsequent outcomes. In this paper, we discuss the activity and the management topics (e.g., decision making, individual differences, resources) it allowed us to teach using experiential learning.

Not even trying to be innovative? Network ties and homophily in management research leadership

Kathy Lund Dean¹, Catherine LaCasse²

¹Gustavus Adolphus College, ²Gustavus Adolphus College '22

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Abstract: Management scholars routinely call for increasing innovation and creativity in our research. After examining explanations for why research is judged as uninspiring and irrelevant, we theorize that research decision-makers in our field may be quelling acceptance and dissemination of innovation. We use social network analysis to examine network ties among presidents and editors within the Academy of Management from 1990 to the present. We measure network density, homophily by sex and race, cliques, and Simmelian ties to determine potential editorial and leader gatekeeping and ideological conformity among network members. Analyses revealed low network density and no evidence of sex-based homophily. About half of the presidents do not belong to cliques, and Simmelian tie analysis does not indicate conformity. There is evidence of race-based homophily and significantly more network ties among non-people of color. We discuss analysis results and opportunities for more research.

Broken engagement-the role of grit and LMX in enhancing faculty engagement

Yvonne Hanley¹, Sherry Maykrantz¹, Jeffery Houghton²

¹Salisbury University, ²West Virginia University

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Abstract: Low levels of faculty engagement in higher education demand attention. Expansion of faculty work roles and the recent stress of adapting to the COVID pandemic reinforces the need for academic leaders to better understand faculty engagement drivers. This paper tests a hypothesized model of faculty engagement where faculty grit is positively related to faculty engagement directly and indirectly through faculty and academic chair leader member exchange (LMX). Using a sample of 156 faculty members in a mid-sized public university in the mid-Atlantic region of the United States, the hypothesized model was tested using PROCESS Model 4 with 5,000 boot-strapped samples and a 95% confidence interval. Results show significant direct positive relationships between faculty grit and engagement and between faculty and academic chair LMX and faculty engagement, but no significant indirect relationship of faculty grit through LMX. Implications for higher education leaders are discussed.

Beyond relevance and towards usefulness: Implications of academic perspective taking

Ted Paterson¹, P Harms², A Bass³

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Abstract: We propose that counterintuitive (i.e. surprising) academic research findings, when deemed relevant, result in research that is useful to managers. We also suggest that academic perspective taking may allow for the creation and dissemination of useful knowledge for practicing managers despite the fact that academics and managers inhabit distinct knowledge systems. We asked a sample of managers and a sample of academics to rate how relevant and surprising they believed 95 academic research findings are to managers. Results suggest that management research findings are not seen as surprising by managers. We also found that academics are adept at taking on the perspective of managers as there was fairly strong alignment between the pattern of results between the academic and managerial samples. However, we found a general tendency of academics to overestimate the relevance and surprise ratings of managers.

09:45-11:00 **SYMPOSIUM**

Room: Kohala 4

Cutting-edge research on implicit leadership theories (ILTs)

Ronald Riggio¹, Kevin Lowe², Susan Murphy³, Tiffany Hansbrough⁴, Dayna Walker⁵

¹Claremont McKenna College, ²University of Sydney, ³University of Edinburgh, ⁴Farleigh Dickinson University,

⁵San Francisco State University

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Abstract: This symposium will push out the boundaries of research on ILTs looking at the role that implicit theories play in: understanding the changing roles that women leaders are expected to play in organizations, in understanding why people might be attracted to a 'negative' or tyrannical leader, in images of creative leaders, and we will also explore implicit theories about colleagues/co-workers' Implicit Peer Theory. We anticipate that these topics, some of which are quite novel and perhaps controversial, will generate a great deal of discussion from the audience members that will contribute to future research in this growing area of scholarship.

09:45-11:00 **ROUND TABLES - SESSION 2**

Room: Kona 4&5

Table Number: 1

Chair: Richard Kernochan

Grocery curbside pickup: Investigating usage and satisfaction

Julia Cronin-Gilmore¹, Priscilla Mau¹

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Abstract: Grocery curbside pickup adds an added time saving convenience and increased flexibility for busy consumers. This mixed method study consisted of a survey N=105 respondents and a focus group of N=8. Most participants agreed that curbside pickup adds a convenience to their livelihoods, but there are some disadvantages to using it, which hinders full adoption including: freshness, quality of products and substitutions as the biggest concerns. Curbside pickup was a growing trend prior to and accelerated in an unprecedented rate in the beginning of the pandemic. Recommendations include grocery retailers focusing on proper substitutions and reducing order mix-ups.

HR differentiation and uncertainty regulation: Understanding firefighters' crisis preparedness

Carol Flinchbaugh², Bahareh Javadizadeh¹, Shammi Gandhi²

¹Indiana State University, ²New Mexico State University

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Abstract: The recent pandemic has highlighted the need for organizations to differentiate human resource (HR) practices that help organizations prepare for and maintain operations during crisis. Drawing on uncertainty reduction theory, regulatory practices have historically been prioritized to mitigate concerns from uncertainty. More recently however, Griffin and Grote, (2020) conceptualized that creative or explorative acts that increases uncertainty can lead to the most effective crisis response.



Using an exploratory approach, this study discerns what practices, regulatory or creative, help employees who routinely face crises and emergencies reach success. Using a sample of firefighters, we explore how employees evaluate internal and external signals to navigate their response to uncertainties in their emergency service roles.

Competitive advantage through social responsibility in professional service firms

Robert Macy¹

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Abstract: Research connecting social responsibility with firm financial performance is plentiful, yet problematic, due to a wide variety of confounding factors and measurement difficulties. In this paper, I attempt to overcome these problems by exploring the link between social responsibility and firm financial performance in a unique context - the context of professional service firms. Specifically, I explore the link between the provision of pro bono legal work and the profit per partner of large U.S. law firms. I hypothesize a curvilinear (inverted U-shaped relationship) between a firm's social responsibility in terms of its pro bono work and its profitability.

Table Number: 2

Chair: Carma Claw

Post-traumatic growth and entrepreneurship

Ellen Ensher¹, Jason D'Mello¹, Vicki Whiting², Olivia Bledsoe¹, Avery Clark¹

¹*Loyola Marymount University*, ²*Westminster College*

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Abstract: In this study we look deeply into what allows diverse entrepreneurs to thrive in uncertainty. We interviewed 23 accomplished entrepreneurs about their challenges, failures, and strategies used to build their enterprises. Our research identified strategies for the development of grit and resilience that can be used by professionals facing their own challenges, particularly within the context of a global pandemic.

Imperative or inquiry? Voice tactics, gender, and peer endorsement in creative teams

Lifei Chen¹, Crystal Farh², Gwen Camacho³

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Abstract: Women's ideas often go unimplemented in groups, especially in creative teams where creativity is linked with masculinity. Drawing from gender role and expectation violation theories, we examine how inquiry versus imperative voice tactics impact women getting their ideas endorsed and selected for implementation. Using a sample of 243 ideas from 78 participants in 29 groups, we found that women's ideas were more likely endorsed (and implemented) when they utilized imperative voice tactics. Our research adds theoretical and practical implications for creativity, voice, and diversity literatures.

How do H1-B visa holders navigate their alternative selves?

Shammi Gandhi¹

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Abstract: Immigration is stressful and involves losses and gains for individuals involved, testing their capacity to maintain an integrated sense of self-identity. Alternative selves are rarely discussed in the context of organizational behavior among immigrant population. A few studies have started considering identity work, loss and preferred identities within organizations. Research on examining alternative self and currents among immigrants on an H1-b visa is virtually non-existent. In this article, we endeavor to explore the experiences of immigrants on H1-b visas from diverse backgrounds and of different nationalities that will be interviewed in the U.S. In so doing, we seek to show how our participants struggled navigating between current and alternative self.



COVID-19 concerns impact student health behavior changes

Loren Dyck¹, William Luse¹

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Abstract: The intent of this study was to examine the association between exercise self-efficacy (ESE) and the organizational commitment of students at a university in Western United States. We proposed that student ESE would have a significant positive association with wellness participation within and outside the university which in turn would each have a significant positive relationship with organizational commitment mediated by health behavior changes. We also examined how concerns about COVID-19 moderated the association between student wellness participation and student health behavior change. Results showed that student ESE predicted wellness participation inside and outside the university. Concerns about COVID-19 positively moderated the relationship between wellness participation outside of the university and health behavior change. Overall, our research demonstrates the importance of wellness participation in linking exercise ability to organizational outcomes.

Table Number: 3

Chair: Arielle Newman

Face-to-face and virtual learning team performance and satisfaction: The impact of team charters

Phillip Hunsaker¹, Johanna Hunsaker¹

¹University of San Diego

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Abstract: This paper reports the results of feedback gathered from in-person and virtual teams in graduate business school programs about the impact of team charters on team performance and member satisfaction. It includes insights into the degree of effectiveness influenced by the type of processes utilized in the charter's creation, implementation and application for future team projects.

High quality work relationships and career cognitions for early career employees: A test of alternative factors

Kyle Ehrhardt¹

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Abstract: In this empirical developmental paper, I build on recent research by examining whether high quality work relationships may act as a precursor to the development of career cognitions beyond the influence of other work- and job-related experiences. Using a sample of 501 employees at a formative career stage, structural equation modeling results offer preliminary support for the model, which is grounded in social cognitive career theory.

Bringing the world to a rural campus

Michael Fields¹

¹Eastern Oregon University

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Abstract: In July 2021 the United States Department of State and United States Department of Education released a joint statement on the need for higher education to be global. At rural universities across our nation this can be a challenge. One method to globalize the curriculum and experience of students is to utilize the international students studying on your campus. In the fall 2019 this method was used for a cultural mentoring project pairing international MBA students with undergraduate students in an introductory course. This led to student sharing their experiences and cultural exchanges increasing the global and intercultural competence of all the students involved.



Calling and desired career mobility: The explanatory role of embeddedness and the influence of employability, psychological mobility, and networking

Jennifer Tosti-Kharas², Marco DiRenzo¹, Edward Powley¹

¹Naval Postgraduate School, ²Babson College

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Abstract: Experiencing a career as a calling has implications for career development and growth. Yet, little is known about whether calling relates to career mobility and limited research suggests contrasting effects. As such, this study explores how career calling influences mobility aspirations in the form of turnover intentions, through perceptions of embeddedness. In addition, we examine how various career competencies, namely employability, psychological mobility, and networking, may impact these relationships. We do so using a two-wave study of U. S. military officers as this context entails many of the characteristics indicative of career calling. Findings indicate that embeddedness mediated the calling to turnover intention relationship, having a positive association with calling and a negative association with turnover intention. Moreover, the career competencies were found to moderate different stages of this process.

Table Number: 4

Chair: Nandini Rajagopalan

Creative and innovative leadership during the COVID-19 pandemic

Sanjeet Singh¹, Erica Holley¹, Keke Wu¹

¹Central Washington University

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Abstract: As the world has shifted toward a more remote workforce due to the Covid-19 pandemic (Sigahi, et al, 2021), this paper examines the impact of Creative and Innovative Leadership (Khalili, 2017) on affective well-being, employee voice, and cyberloafing. This research also examines two moderators; employee gender and the percentage of time spent working remotely. Across a large online survey (N=320) of employees from variety of occupations, organizations, and industries, we found partial support for our theoretical model (see Figure 1).CIL positively impacted affective well-being and employee voice, but it increased employee cyberloafing. However, gender moderated the relationship such that men were more likely to use voice when they had a CIL, but they were also much more likely to cyberloaf. Conversely, women experienced increased affective well-being with a CIL in a remote work setting. This paper highlights the differential impact of leadership styles across different settings.

Inquiries regarding noncalculative motivation to lead

Andrew Hinrichs¹

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Abstract: The purpose of this paper is to develop research questions surrounding the concept of noncalculative motivation to lead (NCMTL). Motivation to lead factors are defined and empirical results involving the NCMTL factor are summarized. A series of research questions are then developed, categorized and outlined for further discussion.

The impact of relational attributions for positive and negative performance assessments on supervisor-rated employee voice

Erica Holley¹, Marion Eberly², James Avey¹, Upasna Agarwal³

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Abstract: Eberly, Holley, Johnson, and Mitchell (2017) established that relational attributions are empirically distinct from internal and external attributions and lead to different behavioral intentions. This paper examines the impact of relational attributions for both positive and negative performance assessments on employee voice via the causal mechanism of employee



engagement. This research also examines whether relational attributions interact with internal attributions to better predict employee behavior. Using a sample of 377 employees and their supervisors across three organizations, we collected data at three time points to test our theoretical model. Our findings and implications for future research are discussed.

Examining the impact of pandemic-related remote work on the relationship between political skill and work-family conflict

Christopher Bradshaw¹

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Abstract: This developmental research paper is focused on exploring how political skill operates in a remote work setting. Specifically, this research effort will examine whether or not employees with high political skill can still reap the associated benefits while working from home during the COVID pandemic. The specific benefit we will focus on with this paper is reduced work-family conflict (WFC) (Greenhaus & Beutell, 1985). WFC is a form of interrole conflict in which the role pressures originating from the work and family domains are somehow mutually incompatible? (Edwards & Rothbard, 2000:182).

Table Number: 5

Chair: Yongzhi Wang

Mentorship seeking during career shocks: Do women of color have more pre-work?

Chantal van Esch¹, William Luse², Cleopatre Thelus³

¹Cal Poly Pomona, ²University of La Verne, ³Claremont Graduate University

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Abstract: The ongoing COVID-19 pandemic has highlighted and exacerbated diversity, equity, and inclusion issues in the workplace. Mentorship has been proposed as a solution to career issues in these uncertain times. However, women of color often receive fewer mentorship opportunities and when they do their mentorship experiences may be of lower quality. The current research seeks to understand the challenges women of color are facing in the current moment as they make in-office returns. Specifically, this research explores actions professionals must take to receive effective mentorship and the consequences that women of color endure for lack of preparation to receive such mentorship. The proposed study will consist of an interview-based grounded theory methodology. This approach allows for contributions to existing mentorship and DEI literature by understanding the pandemic's impact on professionals.

A safe bet? How selecting high familiarity cofounders affects dynamics, satisfaction and venture performance over time

Audra Quinn¹, Denis Grégoire², Darren Meister¹

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Abstract: Founding teams need the right mix of skills and experience to develop and execute upon an innovative idea, but also need strong relationships to persevere and sometimes pivot through the ups and downs of launching a venture together. Building on research that shows founding teams are commonly comprised of strong ties, despite detrimental performance implications, this paper examines the role of familiarity as a cofounder selection approach. We develop a multilevel and longitudinal theory of cofounder dynamics, positing that familiarity may facilitate early satisfaction and performance among cofounders, but key dynamics of psychological safety and perceived justice of equity will mediate familiarity's influence on cofounder satisfaction and venture performance over time. Our study seeks to advance theoretical understanding of how cofounders come together, stay together, and succeed together, offering novel insights through multilevel analysis, and important implications for practice.



Challenges and solutions for women in peacekeeping

Sally Baho¹, Deborah Gibbons¹

¹Naval Postgraduate School

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Abstract: For nearly twenty years, the United Nations has strongly supported the deployment of women on peacekeeping missions and has urged peacekeepers to emphasize protection of women during peacekeeping operations. UN peacekeepers complete training about protection of civilians, with special modules on sexual and gender-based violence and protection of children. Despite many resolutions and guidelines, social and organizational challenges impede integration of women in peacekeeping units, and violence against women continues. This project intends to identify crucial know-how and skills that help with integration of women in peacekeeping units and with partnership-building to improve security for local women. The effort is based on work with peacekeeping instructors in Latin America, teaching UN modules alongside social and organizational skills to equip peacekeepers to integrate their organizations, empower local women, and foster cooperation between UN forces and local communities. The ultimate goal being the integration of women to reduce aggression globally.

Table Number: 6

Chair: Courtney Materson

Performance implications of resource allocation in resource acquisition: The case of major league baseball

Ho Wook Shin¹, Jong Kwan Lee², Sungho Cho², Dong Hoon Shin³

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Abstract: Organizational resource acquisition inevitably entails resource allocation as the organizations almost always have limited financial resources. However, the performance implications of resource allocation patterns in resource acquisition has drawn little attention from the resource-based view (RBV) literature. Focusing on human resources, we examine how resource allocation between hiring new employees, and compensating current employees and among new employees affect organizational performance. Using the panel data of Major League Baseball (MLB) teams and the system generalized method of moments (GMM) estimations, we find that the larger portion of HR budget allocated for hiring new employees, the poorer organizational performance will be, unless the focal organization has significantly underperformed. We also find that pay concentration among new employees has a positive impact on organizational performance unless the focal organization has significantly overperformed.

Evolutionary dynamics of competitive scope: A demand-side analysis

Lalit Manral¹

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Abstract: Our demand-side analysis of the dynamics of firms' competitive scope, which is grounded in an evolutionary theory of dynamic strategy, focuses on the hypothetical causes and effects of firms' intra-industry exit. The underlying evolutionary theory, which conceptualizes dynamic strategy as evolution by economic selection, predicts the change in the distribution of firms' competitive scope. Our theoretical explanation, which contribute to an evolutionary theory of dynamic strategy, features two demand-side mechanisms through which the distribution of the competitive scope of firms in a given industry evolves over time: (i) temporal change in the stock of demand-side competence (analogous to selection in evolutionary biology), and (ii) demand-side learning (analogous to mutation). Our 'demand-side' framework complements the 'supply-side' logic that underpins the extant efforts towards conceptualization of an evolutionary theory of dynamic strategy.

A customer-centric theory of dynamic strategy: An evolutionary perspective

Lalit Manral¹

¹University of Central Oklahoma

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Abstract: : An elusive problem that has impeded progress towards a rigorous theory of dynamic strategy concerns how firms' ex-ante investment choices generate valuable strategic assets that contribute to their ex-post enterprise value. This complex problem has evoked myriad piecemeal explanations, grounded in a variety of theoretical streams, which remain to be integrated into a comprehensive framework. Our theory focuses on a sub-set of the unaddressed issues namely the lack of a systematic explanation of both the origin and performance outcomes of firms' dynamic customer-centric capabilities – characterized herein as the capstone of a dynamic customer-centric strategy. Our paper, which contributes towards an evolutionary theory of dynamic strategy, identifies two issues that are critical to our understanding of the evolutionary processes through which firms manage their customer-base over time to continuously grow their enterprise value. First, how do firms orchestrate customers into dynamic customer-centric capabilities? Second, how do firms match their own evolving customer-centric capabilities to continuously emerging opportunities?

Product proliferation and competitive dynamics: How market-wide competitive responses shape firm strategy

Jeffrey Cavanaugh¹, Matthew Barlow¹

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Abstract: This paper offers a new understanding of product proliferation strategies by integrating competitive dynamics framework into firms' proliferations and responses. While most research in proliferation poses it as a deterrence strategy, we show the opposite, where firms meet their rivals' proliferations with their own. These findings also expand competitive dynamics beyond the attacker-responder dyadic interaction to a market-wide phenomenon of multiple attackers and responders. Our findings offer an important extension for both competitive dynamics and product proliferation by considering multi-firm proliferations as a facet of competitive interaction.

11:00-11:15 **COFFEE BREAK**

Location: Grand Promenade

11:15-12:15 **WORKSHOP**

Room: Kings 1

Impostor syndrome and impostorization in academia

Angelica Gutierrez¹

¹Loyola Marymount University, College of Business Administration

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Abstract: The primary objective of this workshop is to generate an open discussion of the impostor phenomenon among academics. Studies demonstrate that academics tend to experience impostor syndrome, but it is not a topic that may be openly discussed. Perhaps it is because we often face intense pressure to demonstrate expertise and acknowledging that we may not always feel like experts (but rather, impostors) may leave us vulnerable to judgment. While we may openly express fears that range in intensity --- from as benign as tech failures during a presentation to seemingly catastrophic events such as tenure denial, the fear that we may be discovered as frauds and that our colleagues may discover that we do not belong in academia is not one that we may feel comfortable sharing. It is time to not only start normalizing impostor experiences but also address the ways in which academia may be triggering them.

11:15-12:15 **WORKSHOP**

Room: Kings 2

Managing Self-Managing Student Teams

Kory Brown², Tyler Burch¹, Alexander Bolinger¹

¹Idaho State University, ²Pacific Lutheran University

Organizer Contact: alexbolinger@isu.edu



Abstract: Self-managing student teams are a core feature of business education. However, management educators face a challenge in facilitating team experiences that enable students to learn from self-management while also facilitating diversity and inclusion and mitigating persistently dysfunctional dynamics that interfere with student learning. In this proposed workshop, we highlight three distinct approaches to managing self-managing student teams. Drawing on pedagogical theories of scaffolding, we share specific tactics for matching the extent to which instructors scaffold team selection and team process self-management depending on the level of student experience with teams. Our workshop is fundamentally interactive, as we plan to open the discussion to attendees to share ideas for facilitating (without hindering the autonomy of) self-managed student teams.

11:15-12:15 **PANEL**

Room: Kings 3

What have we learned? COVID-inspired approaches to teaching and learning

Maureen Andrade¹, Jonathan Westover¹, Letty Workman¹, Jill Jasperson¹, Yang Huo¹, Lori Peterson²

¹Utah Valley University, ²Northeastern State University

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Abstract: The COVID-19 pandemic created an environment of rapid change in delivery modality and pedagogical retooling in higher education institutions that was both unprecedented and unexpected. The innovations and new pedagogical approaches developed during the pandemic have the potential to transform teaching and learning in business and management education and accelerate a departure from traditional methods. This session will feature panelists representing the fields of organizational behavior, organizational development, human resources, marketing, ethics, and legal studies. The panelists will share their experiences, insights, and innovations in teaching and learning necessitated by the pandemic and how these transformations can lead to lasting change and prepare students for their future careers.

11:15AM - 12:15PM **PANEL**

Room: Kohala 3

Come laugh with (or at!) us – Experienced academics share best-practices of using humor in their academic careers

Sally Baack¹, Cecily Cooper², Eric Lamm¹, Richard Stackman³

¹San Francisco State University, ²University of Miami, ³University of San Francisco

Organizer Contact: ericlamm@sfsu.edu

Abstract: This energetic and fast-paced panel focuses on 'lessons-learned' from four experienced and award-winning (teaching, research, service, leadership awards) management professors. The panelists will each share short (5-7) minute summaries of their key uses of, approaches to, and successes with humor. The topics highlighted include using humor to establish meaningful relationships with students for improved learning; using humor as a way to reduce power-distance between professors and students; using humor to emphasize key learnings related to working in teams; and summarizing research findings on humor in organizations that can be taught in the classroom. The comments and lessons-learned will span academic professional environments of teaching and conducting research in varied roles as administrators, department and meeting chairs, research collaborators, and journal editors.

11:15 - 12:15 **WORKSHOP**

Room: Kohala 4

How to assess workplace policies for racial neutrality: An experiential exercise

Regina Yanson¹, Shayna Wrighten¹

¹Francis Marion University

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Abstract: Policies that are racially and culturally inclusive are paramount to creating a non-hostile and productive workplace. Increased national conversation regarding racial injustice has heightened awareness of the importance of making a conscious



effort to assess discrimination hidden in workplace policies. This particular workshop is designed to provide instructors with an exercise to teach management students how to assess potential racial bias and discrimination in workplace appearance and grooming policies. The workshop will provide participants with an overview of the exercise as well as a chance to engage in an abridged version of the exercise. Participants should walk away from this workshop with a resource for teaching students how to assess racial neutrality of workplace appearance and grooming policy, as well as ideas on how to adapt the presented exercise in order to suit their particular needs.

12:15-14:15

**PRESIDENTIAL LUNCH & AWARDS
SPONSORED BY THE LAM FAMILY COLLEGE OF BUSINESS AT SFSU**

Location: Lagoon Lanai

14:15-15:30

RESPONDING TO CHALLENGES

Room: Kings 1

Chair: David Wagner

Can supervisor abuse ever be good? The relationship between status and abuse

Tomas Thundiyil¹, Alex Rubenstein², James Zheng³, Alex Jacobsen¹, Ashley Cooper⁴

¹Central Michigan University, ²University of Central Florida, ³Shanghai, ⁴Dow

Organizer Contact: tomasthundiyil@gmail.com

Abstract: We developed and tested a model grounded in moral exclusion theory linking subordinate task performance, organizational citizenship behavior (OCBs), and counterproductive work behavior (CWBs) to abusive supervision through subordinate status. We further examined whether the subordinate status-abusive supervision relationship was moderated by supervisors' own status levels, as well as overall moderated mediation effects. Multisource data from a sample of 171 subordinates and 37 supervisors first showed that supervisor-rated subordinate task performance and OCBs were positively related to subordinate status, and subordinate CWBs were negatively related to subordinate status. We highlighted more results and discuss the findings.

The spiral of technological incivility victimization and perpetration, and the impacts of gender and incivility climate

Suzanne Zivnuska¹, Kenneth Harris², Ranida Harris², John Carlson³, Dawn Carlson³, Matt Valle⁴

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Abstract: This research provides an empirical test of Andersson and Pearson's (1999) theoretical incivility spiral by which victims of ICT workplace incivility may later perpetrate ICT incivility themselves. The moderating impacts of both gender and incivility climate on this relationship are considered using a sample of 253 individuals who were working 30 hours or more a week. Results demonstrate that victims of ICT incivility at Time One are likely to be perpetrators of ICT incivility at Time Two. Furthermore, this relationship is stronger for men than it is for women, and is exacerbated in cultures that have a low tolerance for ICT incivility. These findings shed light on the spiraling nature of ICT incivility in the workplace. Practical implications for organizations seeking to discourage uncivil ICT behavior, as well as directions for future research, are discussed.

Adaptive resilience in family business during and post crisis: The mediating role of improvisation

Ali Mchiri¹

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Abstract: The entrepreneurship literature acknowledges the importance for family businesses to enact their resilience. However, understanding the mechanisms by which such resilience can be enacted during times of uncertainties remains an unexplored terrain. Specifically, we suggest that family businesses should draw upon unused psychological resources including grit and self-efficacy to increase their adaptive resilience. Adaptive resilience is conceptualized as a continuing process, as opposed to a



goal or a state, that entrepreneurs should refine and streamline to learn from events and consequently increase their capacity to respond effectively during and post crisis. This conceptual paper offers several propositions exploring the mediating role of entrepreneurial improvisation, as a coping mechanism, in the relationship between these psychological resources and resiliency, both at the individual and firm levels. Furthermore, we propose that family plays a central role in the quality of improvising and in the hardening of its resilient responses to deal with the crisis.

Can you land the job while sick? Studying the consequences of presenteeism on selection outcomes

Pauline Schilpzand¹, Simon Restubog², Yueyang Chen²

¹Oregon State University, ²University of Illinois

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Abstract: In two experimental studies, we investigate how being sick with a common cold in a selection context influences the appraisals that evaluators form and how, in turn, people appraisal dimensions influence evaluators' hiring recommendations and leadership evaluations. Grounded in people appraisal theory (Cuddy et al., 2008; Fiske et al., 2007), we assess the universal evaluative dimensions of warmth and competence to explain detriments in hiring recommendations and leadership evaluations for applicants with a common cold. Further, we investigate whether a theoretically-grounded individual difference variable, the degree to which evaluators take others' perspective, influences the appraisals and subsequent judgments of sick applicants. Results across the two experimental studies, using students and professionals with selection process experience, suggest that showing signs of being sick (i.e., presenteeism) had a negative influence on competence appraisals but not warmth appraisals.

14:15-15:30

CORPORATE GOVERNANCE, ALLIANCES AND ACQUISITIONS

Room: Kings 2

Chair: Bonnie Persons

The effect of internationalization on innovation in emerging economy firms and the role of board diversity

Saneesh Edacherian², Amit Karna², Klaus Uhlenbruck¹, Sunil Sharma²

¹University of Montana, ²Indian Institute of Management Ahmedabad

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Abstract: There is consensus among researchers that the internationalization of emerging economy multinational enterprises (EMNEs) is motivated by their intention to acquire strategic assets such as innovative technologies, broaden their expertise, and enhance their skills. Yet the amount of research on the outcomes of EMNE internationalization and the role of strategic leaders in capturing the advantages of internationalization is scarce. To address this gap, we study the relationship between EMNE internationalization and innovation performance and the impact of two types of board-level diversity on this relationship. We test these relationships on a 21-year panel of 244 firms from the Indian biopharmaceutical industry. We find that EMNE internationalization has an inverted U-shaped relationship with innovation performance and this relationship is contingent on board functional and gender diversity. Our study contributes to the EMNE internationalization and upper echelons literatures.

Can partnership-specific dyadic characteristics inform acquisition attempts?

Rimi Zakaria¹, Omer Genc²

¹University of Wisconsin-Whitewater, ²Youngstown State University

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Abstract: Alliances and acquisitions are central to how multinational companies modify and recombine their strategies leading to superior performance. Prior research suggests that an overwhelming majority of the strategic alliance partners attempt to acquire their partners. Despite their explanatory power, the factors that influence the likelihood of a post-alliance acquisition attempt are largely under-explored in strategic management research. First, drawing on organizational learning theory, we examine how partner-specific learning determines the post-alliance strategic actions of multinational firms. Second, building on the relational view of inter-firm relationships, we argue that certain deal specific and dyadic characteristics are associated with the likelihood of a focal firm attempting an acquisition with its current alliance partner. Analyzing a large sample of cross-border



strategic alliances and mergers & acquisitions, we find convincing empirical support in favor of these underlying theoretical arguments.

Do acquisitions encourage or deter entry? Empirical evidence from the iOS platform

Yongzhi Wang¹, Nandini Rajagopalan², Lori Yue³, Brian Wu⁴

¹The Ohio State University, ²University of Southern California, ³Columbia Business School, ⁴University of Michigan

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Abstract: We examine when acquisitions in a platform market are entry-detering versus entry-enhancing. Based on prior literature, we argue that the main effect of acquisitions on subsequent entries can be either positive or negative. However, supply-side and demand-side synergies potentially accrued by acquirers may affect this relationship. We theorize that acquisitions become more entry-detering when acquirers have access to supply-side synergies (as reflected by stronger app portfolios) and demand-side synergies (as reflected by stronger social network effects or broader coverage in their consumer networks). Examining the time period spanning from 2008 to 2015, we find robust support for our predictions, which examine 702,942 market-entry decisions made by 281,771 app developers following 872 acquisitions in the App Store of Apple's iOS platform.

Investment Efficiency and Audit Report Timeliness

Andrey Simonov¹

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Abstract: I investigate the relationship between investment efficiency and audit report timeliness. Investment efficiency is when management makes positive net present value project decisions, which are aligned with the interests of the owners. These decisions are beneficial to the firm's long-run profitability and continuance as a going concern. I predict that firms which are investment efficient require less time to issue audit report. Specifically, I argue that auditors reduce time to issue audit reports by relying on entity level controls related to control environment of investment efficient firms (e.g., management and board of directors' competence and integrity). I predict and find that audit report timeliness is positively associated with investment efficiency. My findings further our understanding about whether auditors rely on internal controls over financial reporting in order to conduct a more efficient audit.

14:15-15:30

CHALLENGING THE INSTITUTIONS

Room: Kings 3

Chair: Rhonda Simmons

Material climate justice: How marginalized communities use place to influence climate adaptation

Nichole Wissman¹

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Abstract: Climate adaptation is a uniquely place-based phenomenon that influences the built environment and how people are situated in it. Climate change risks disproportionately affect marginalized communities, people of color, indigenous communities, the disabled, and those who are socioeconomically disadvantaged, but little is known about how these communities influence climate adaptation processes to address inequities, prevent reproducing inequities, or making inequities worse. This is particularly salient given that climate adaptation processes are primarily driven by government agencies in consultation with business, and academic and consulting groups. We find that representatives of marginalized communities challenge uneven adaptation processes and make climate risks visible by emplacing climate impacts within adaptation processes, through: 1) situating climate risks as place-based and embodied; 2) contesting processes and practices, and 3) generating action.



Two-Eyed Seeing and Prosocial Organizing in Marginalized Urban Communities: Pitfalls, Promise and Possibilities

Robert Anderson¹, Rick Colbourne², Ana Maria Peredo^{3&4}

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Abstract: Two-eyed seeing is a theoretical and philosophical framework for researching that takes an equitable, relational, and integrative approach to differing worldviews with the objective of co-creating knowledge through the appreciation of one's differences, strengths, and resiliency. It typically embodies Indigenous ways of knowing and is often viewed as a decolonizing approach to research with an axiological emphasis on accountability. Two-eyed seeing is highly intriguing to many scholars that engage in western approaches to research in areas such as sustainability, environmental, social and prosocial organizing. However, it is often misunderstood and even devalued based on the ontological and epistemological divide among western and Indigenous ways of knowing. This paper advances a framework for bridging this gap to better understand the phenomenon of prosocial organizing within racially marginalized communities.

Antitrust against a dominant platform

Sruthi Thatchenkery², Riitta Katila¹

¹Stanford University, ²UCL

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Abstract: Building on research on competition and innovation, we argue and show that weakening a dominant platform through antitrust intervention can drive increases in complementors' innovation yet also dampens profits. Using a novel dataset on enterprise infrastructure software from 1998 to 2004 and a difference-in-differences design using matching and synthetic controls, we examine the relation between the U.S. antitrust intervention against Microsoft (dominant platform) and subsequent innovation and profitability by infrastructure applications firms (complementors). The data show that innovation, particularly of low power complementors' is increased when the dominant platform is restrained. However, profitability is reduced. Our results contribute to understanding links between competition and innovation in platform ecosystems, and the opportunities and threats related to dominant platforms that often occupy privileged positions in digital ecosystems.

14:15-15:30

WORKSHOP

Room: Kohala 3

Resilience and hermandad among Latinx scholars: A professional development workshop

Carlos Gonzalez¹, Monica Gavino², Patricia Martinez³, Florencio Portocarrero⁴, Samantha Erskine⁵

¹Cal Poly Pomona, ²San Jose State University, ³Loyola Marymount University, ⁴University of California, Irvine,

⁵Case Western Reserve University

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Abstract: There are now more than 60.9 million Latinx-identified individuals in the U.S., making up more than 18% of the population, and trending to be approximately 30% by 2050. However, while Latinx individuals have increased as a proportion of the population, business schools have been slow at addressing the needs of its Latinx students and faculty. This workshop is an effort to provide Latinx faculty and doctoral students with a venue to share insights, lived experiences and knowledge. Our objective is for participants to develop strategies for professional development and survival that will allow the professional success of this marginalized and under-represented group within business schools and the Western Academy of Management.

14:15-15:30

GENERAL SESSION

Room: Kohala 4

Ascendant scholars' session

Brooke Lahneman, Montana State University, brooke.lahneman@montana.edu

Courtney Masterson, University of San Francisco, cmasterson@usfca.edu

Allison Marie Ellis, Cal Poly, aellis09@calpoly.edu



14:15-15:30

WORKSHOP

Room: Kona 4&5

Voice and presence: Behind the mask, on Zoom, and in the classroom

Marie Ramirez Downing², James Downing¹

¹Naval Postgraduate School, ²Sonoma State University

Organizer Contact: jim@downinghome.net

Abstract: The 2020 COVID-19 pandemic changed the world of academia and the medium in which we teach our students. Academic professors had to shift to an online mode to deliver the important content in their chosen field. This required an immense amount of energy- different than being in person. Navigating what it means to be present vocally and physically evolved because of these challenges. Currently, many of us have gone back to the classroom to in-person teaching with a mask on. This also presents a new obstacle to clear, articulate and thoughtful communication with our students. As a collective, we have had to learn to be the most innovative and creative teachers in one of the most trying and devastating times in the world. This workshop will be hands on, and will focus on voice, presence, and movement techniques that may be useful in our new reality and changing University environment.

15:30-15:45

COFFEE BREAK

Location: Grand Promenade

15:45-17:00

GENDER-RELATED RESEARCH

Room: Kings 1

Chair: Jack Walker

The boundary conditions of value creation by female directors

Fatemeh Askarzadeh¹, Alireza Askarzadeh², Ali Nikoupour Deylami²

¹University of Houston-Downtown, ²Old Dominion University

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Abstract: There is a robust picture of the impact of institutional norms to explain performance implications of board female representation, but a very limited knowledge of the variation within the same institutional context. Drawing from resource dependence theory, we examine whether and how exceeding the norms (over-conformity) for female representation has different consequences for firms, depending on the stakeholder group influenced. Specifically, we find that accounting performance is reinforced as perceived by the managers and employees within the firm; market performance is unaffected as perceived by shareholders, and innovation performance is decreased as perceived by innovation resource providers. Hence, the performance effect of over-conformity depends on the stakeholder group considered. This study contributes to resource dependence theory by emphasizing the role of stakeholders in valuation of women's presence and shedding light on the boundary conditions.

Business as usual is not working for women in business schools: Student perceptions of business people and entrepreneurs

Amber Raile¹, Agnieszka Kwapisz¹, Virginia Bratton¹, Myleen Leary¹, Kregg Aytes¹, Laura Black¹, Scott Bryant¹

¹Montana State University

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Abstract: Despite growth in the number of women pursuing business and entrepreneurship careers, dominance of masculine traits associated with these occupations persists. If business schools continue to use language that subconsciously reinforces gendered stereotypes, their students will become employees, managers, and entrepreneurs who perpetuate the sexist expectations that exist today. Using a natural language text processing tool to analyze the written responses of 247 undergraduate students, we found that students' perceptions of entrepreneurs, as compared to business people, are associated with more male characteristics. To some degree, female students were more likely to make these associations than male students.



Our findings indicate that business schools are not doing their part to break the cycles that elevate masculine characteristics of entrepreneurship. The negative effects of this manifest in the persistent gender pay gap, rising but still minority numbers of female entrepreneurs.

The influence of founder gender and social attention to gender equality on new venture acceptance into venture development programs: Competing perspectives

Christopher Reutzl¹, Carrie Belsito¹, Jamie Collins²

¹Sam Houston State University, ²University of Canterbury

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Abstract: In this study, we draw upon the mixed findings and theoretical perspectives of extant research to develop competing hypotheses regarding the influence of founder gender on venture acceptance into venture development programs. We also examine the moderating influence of social attention to gender equality on the hypothesized relationships between founder gender and acceptance into venture development programs. Study findings suggest that female founded technology ventures experience a higher likelihood of acceptance into venture development programs than male founded technology ventures. Study results further suggest that social attention to gender equality reduces the venture development program acceptance advantage of female founded technology ventures. Study findings extend our understanding of the gendered nature of entrepreneurship and add to extant research on venture development organizations and gender equality.

15:45-17:00

LEADERSHIP II

Room: Kings 2

Chair: Nichole Wissman-Weber

Close enough to make a difference: The differential effects of authentic and ethical leadership on alleviating social identity threat

Urszula Lagowska², Filipe Sobral³, Jorge Jacob⁴, Andrew Hafenbrack¹, Rafael Goldszmidt³

¹Foster School of Business, University of Washington, ²NEOMA Business School, ³Brazilian School of Public and Business Administration in Rio de Janeiro, ⁴IESEG School of Management in Paris

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Abstract: Broader inclusion of negatively stereotyped minorities in the workforce continues to pose a challenge for both employers and stigmatized employees. Leadership is likely to help tackle this issue due to its impact on how individuals construe the world around them and their identities. This study aims to examine the effects of two values-based leadership styles on alleviating psychophysiological and attitudinal responses to social identity threat experienced by followers from negatively stereotyped groups. Further, we investigate if social distance between the leader and follower moderates the relationship between ethical or authentic leadership styles and followers, experience of social identity threat. We conducted four experiments with residents of Brazilian favelas [slums], two of them involving real job recruitment processes and psychophysiological measures of stress (i.e., salivary cortisol and blood pressure). Overall, the results indicate that ethical leadership was more helpful.

Reflecting on crucibles: Clarifying values in authentic leaders

Seyed Eissa Hashemi¹, Louise Kelly²

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

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Abstract: This qualitative study explores the role of crucibles, life-triggering moments, parents' life mottos and definitions of success, and holding values in the lives of authentic leaders. This research used the life-story approach to explore the experience of such concepts on authentic leaders. Self-identified leaders with more than five years of experience in a leadership position or in a role of managing and developing others were invited to this research. Qualified authentic leaders (score between 65 to 80 in ALQ) were invited to a qualitative interview utilizing the life story approach exploring significant forming factors of their leadership qualities. An inductive coding method was used in analyzing the transcription of interviews. Significant themes and



codes were showing that life-triggers, crucibles, parents' life mottos and their definition of success, and holding values play a significant role in authentic leadership development.

Reconstructing authentic leadership: A relational approach

Tomas Thundiyil¹

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Abstract: The Authentic Leadership literature is replete with examples driven from narrative relatability, that has taught us quite a bit about the topic. In this paper, we take a critical theory approach to Authentic Leadership. This paper presents a problematized perspective of Authentic Leadership, focusing the assumptions away from the internal workings of the individual toward a more linguistic approach. Following literature on sensemaking, the paper derives Authentic Leadership as a function of behavioral integrity. The paper more closely ties the construct with the Authenticity literature. A new framework is proposed.

The forgotten internal stakeholder: An exploratory analysis of the relationship between firm-level environmental performance and HR outcomes

Jim Westerman¹, Teague Vreeland¹, Jennifer Westerman¹

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Abstract: Firms engage in environmental or social sustainability efforts to satisfy the demands of external stakeholders. What has been overlooked is the impact of such efforts on a particularly important internal stakeholder, the employee of the firm. This study examines the relationships between environmentally responsible behavior, ESG ratings of organizations, and HR outcomes. Examining 128 firms in 45 different industries, results indicate environmentally-friendly organizations are more likely to see positive HR outcomes. Efforts that are highly visible to employees, including reducing toxic emissions and enhancing the sustainability of raw material sourcing were significantly related to enhanced HR outcomes. A firm's less salient ESG scores, however, did not demonstrate as strong of a relationship with HR outcomes. The results suggest that an enhanced focus on educating and informing a firm's internal stakeholders about its sustainability efforts may result in enhanced HR outcomes.

15:45-17:00

INSTITUTIONAL PROCESSES

Room: Kings 3

Chair: Nara Jeong

Institutional work of creating the amateur logic: the logic work of the NCAA

Calvin Nite¹, Marvin Washington²

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Abstract: There are two dominant but not connected streams in institutional theory: logics and work. Recently, scholars from both traditions have called for an attempt at integrating these two perspectives. We attempt to answer this call by examining how the National Collegiate Athletic Association (NCAA) created and maintained its version of amateurism: what we call logic work. We find that there were three processes: translation work (changing the British notion of amateurism to a US ethos), communicating work (the failed attempt of the Sanity Codes) and maintenance work (putting the logic in people, place, and policy). Drawing on the recent historical institutionalism as our methodological approach, we provide the account of how the NCAA created its amateur logic. We then end, by offering insights into what this tells us about institutional logics and institutional work.

Maker spaces, entrepreneurship, and institutions

Robert Eberhart¹

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Abstract: The nascent research on the maker movement highlights implicit assumptions embedded in a model of closed traditional product development frequently appearing in literature on entrepreneurship and innovation. Instead, the maker movement emphasizes inclusiveness, openness, sharing, and collaboration. To date, we know little about how institutional-level factors, (such as intellectual property rights protection, maker culture and access to makerspaces) impact the probability of a hobbyist maker becoming an entrepreneur. We leverage the institutional perspective to examine the differing regulatory, normative, and cultural elements with a cross-national study. Thus, via a leading maker community, HacksterIO we collected data from surveying 3,139 global makers from 99 countries during 2016, providing the first quantitative evidence about the maker movement's impact on firm creation. Our results suggest that makerspaces' influence on entrepreneurship is via legitimating of entrepreneurship and not the provision of economic resources. This paper provides the first large quantitative evidence on the wide existence of maker entrepreneurship across the world, and how institutional factors impact the creation of maker founded firms in different societies.

Building resilience following a policy shock: Evidence from India's demonetization

Amrita Lahiri¹, Nanjundi Karthick Krishnan², Alex Kier¹, Aditya Johri³, Joyojeet Pal²

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Abstract: Greater resource endowments are assumed to help the resiliency of businesses involved in a crisis. We challenge this assumption using the context of a unique natural experiment: India's demonetization policy shock in November 2016, when the Indian Government removed, without any warning, 86 percent of the country's currency in circulation, thereby precipitating large-scale disruption amongst small businesses in India. We take a multi-method approach to examine the effects of demonetization on 294 small businesses to show that resource endowments (financial and human capital) do not ensure business resilience. Using motivated cognition as a theoretical lens, we show that resources facilitate business resilience when the entrepreneur identifies with the political party enacting the policy but are not effective in facilitating resilience when the entrepreneur does not identify with the political party enacting the policy.

15:45-17:00

THE ENTREPRENEUR

Room: Kohala 3

Chair: Meena Andiappan

Quitting your job to pursue entrepreneurship or join start-ups: Implications on job satisfaction

Danny Chung¹

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Abstract: Many people dream of leaving their jobs to pursue entrepreneurship. They often imagine that they will be able to have a more rewarding career. However, is doing so always associated with higher levels of job satisfaction? Using a large sample of the US college graduates who are part of the science and engineering workforce, we examine the job satisfaction of the individuals who quit their jobs at large incumbent firms to pursue entrepreneurship. By separating entrepreneurs who operate large ventures from those who operate small ventures, we show that the higher job satisfaction among entrepreneurs is driven by those who operate small ventures and that those who operate large ventures show lower job satisfaction. Moreover, we show that joining a start-up as an employee (a.k.a joiner) is also associated with higher levels of job satisfaction. Finally, we examine the level of satisfaction with respect to different job attributes and find that the high job satisfaction among entrepreneurs.

Developing psychological capital: How emotional support from the household facilitates the cognitive capabilities of entrepreneurs

Tobias Pret¹, Aviel Cogan²

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Abstract: While the importance of households to entrepreneurship has long been acknowledged, little is known about how household members support the emotional and cognitive development of entrepreneurs. Based on a longitudinal, qualitative study, we find that household members facilitate the development of psychological capital by helping entrepreneurs generate self-efficacy, optimism, hope and resilience. In contrast to the prevailing view that these psychological assets are fixed traits or stable states, we reveal them to be cognitive capabilities that are interactively developed through household emotional support. Our study also highlights the everyday nature of this process by demonstrating that psychological capital must be continually generated and that the emotional support it relies upon is provided through daily interactions with household members. Thus, our findings call attention to the considerable impact of household members on the development of core entrepreneurial capabilities.

Obsessive passion and firm performance: The effects of identity fusion and overwork

Younggeun Lee¹, Minjoo Joo², Pol Herrmann³

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Abstract: We attempt to explain why and when passion is associated with the financial success of firms, examining the role of identity fusion and overwork. We theorize that obsessive passion leads entrepreneurs to fuse their identity with their organizations. Highly fused entrepreneurs feel the success of their organizations combined to their self and show high levels of loyalty and responsibility toward their organizations, which eventually lead to high firm performance. We also examine overwork as a moderator between identity fusion and firm performance; we argue that entrepreneurs who overwork naturally spend more time with colleagues and experience meaningfulness in the workplace, which positively strengthens the effect of identity fusion on firm performance. Based on a two-stage survey data collected from 196 Korean firms, we find that the indirect impact of entrepreneurs' obsessive passion on firm performance through identity fusion is only significant when entrepreneurs overwork.

Born into chaos: The role of the founding environment and the performance impacts of founding team composition

Carrington Motley¹, Wesley Koo², Charles Eesley¹

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Abstract: Using a unique sample of 1,060 startup companies from a comprehensive survey of university alumni, we contribute to the literature on entrepreneurial performance. First, we demonstrate that environmental dynamism enables the performance of new technology-based ventures. Specifically, we show that new ventures founded in market environments characterized by high dynamism outperform those founded in relatively stable market environments. Therefore, while established firms may prefer stability, new ventures can thrive when launched during periods of uncertainty in their industries. Finally, our study demonstrates that processes that benefited the new venture in its founding can become detrimental to performance as the venture's environment changes. We contribute to the imprinting literature. Research is beginning to examine how the effects of imprints may change over the lifetime of a firm, and we provide theory and evidence that changing environments can lead to founding imprints.

15:45-17:00

TOP MANAGEMENT

Room: Kohala 4

Chair: Richard Moore

A work-home resource model of felt trust

Dejun Kong², Cecily Cooper³, Craig Crossley⁴, Reka Lassu⁵, Jian Peng⁶

¹Miami Herbert Business School, ²University of South Florida, ³University of Miami, ⁴University of Central Florida, ⁵Pepperdine University,

⁶Guangzhou University

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Abstract: Employees often experience felt trust from the supervisor positively, as a result of the implicit complement a bestowal



of trust communicates. This reaction is not universal, however, with other employees feeling strained as a result of felt trust. Questions remain however, about why employees react to a bestowal of trust in such contrasting ways as well as whether the implications of these reactions are constrained to the work domain. To address these important and timely questions, we propose and test a work-home resource (WH-R) model of felt trust. Reactions to felt trust appear to be determined by an employee's existing level of OBSE which is used as a referent to judge whether the bestowal of trust from the supervisor is consistent with their own self-view. The WH-R model of felt trust, which was empirically supported, has a number of implications for research and practice.

The important role of top management team trust amid crisis

Dejun "Tony" Kong¹, Lisa van der Werff², Craig Crossley³, Cecily Cooper⁴, Finian Buckley², Colette Real²

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Abstract: Although team trust is beneficial, the literature offers limited insight on the relation between team trust and contextual contingencies, such as the onset of a crisis. We examine whether and how pre-crisis trust helps top management teams (TMTs) of small and medium-sized enterprises (SMEs) 'weather the storm' when it comes. Drawing on reactive approach motivation (RAM) theory, we predicted that TMTs with high levels of pre-crisis trust were inclined to develop an enhanced approach motivation, focusing on the achievement of aspirational goals, in the face of a negative (vs. positive) crisis impact. Firms experiencing a positive crisis impact did not manifest an enhanced approach motivation. We further predicted that this approach motivation would result in positive firm outcomes, including firm viability and policy adaptation. Data from TMTs of 86 SMEs, collected before and during the COVID-19 crisis, supported these predictions. Our research contributes to the team trust literature.

A moment to shine for the alpha ego - How testosterone-fueled CEOs outperform in creating product innovations and future business

Marleen Lucks¹

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Abstract: This article introduces a biological perspective on CEOs' physical characteristics driving their decision-making. Using facial width-to-height ratio (fWHR) as a proxy for testosterone, we establish a theoretical model that illuminates the links between CEOs' testosterone levels and product introductions and value creation. To resolve the tensions in the literature around how CEOs' testosterone levels work, we argue that the effects of CEOs' testosterone levels on product introductions and firm value are contingent on industry dynamism. We assume that the positive effects on these outcomes play out when dynamism is low, while there are no such effects when dynamism is high. We found that high-testosterone CEOs drive a higher level of firm activity in terms of product releases and achieve superior financial value when industry dynamism is low. This study contributes to upper echelons research in innovation management by considering the interface of management and biology.

15:45-17:00

ROUND TABLES - SESSION 3

Room: Kona 4&5

Table Number: 1

Chair: Sophia Thomas

Economic relation among governance, trust, transaction costs and improving performance in franchising: Empirical evidence from restaurants in Korea

Yang Huo¹, Si-Young Cho², Marc Brown¹

¹Utah Valley University, ²Namhaegun Urban Regeneration Support Center, Korea

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Abstract: The aim of this study is to address empirically the degree of franchisees' perception on franchised unit's profit performance by combining governance, trust, and transaction cost perspectives. First, the types and degree of franchisor's



governance (e.g., contract) are discussed and developed as a measure to prevent opportunity behavior and to increase profit performance. Second, we argue that trust is correlated with greater a governance mechanism and operational procurement because it has a mutually causal relationship with information sharing and profit performance. Third, we extend the transaction cost perspective in franchising by arguing that the franchisee' investments in specific assets influence profit performance. We complement the transaction cost perspective by developing new hypotheses regarding the impact trust on profit performance and an important source of competitive advantage and more binding factor in environmental uncertainty situation (e.g., COVID-19) and knowledge base for specifying more detailed contracts. The data from the Korean restaurant franchise sector provide a unit of analysis and use to test the constructed hypotheses.

An entertainment theory of the firm

Mark Meckler¹, Samuel Holloway¹

¹University of Portland

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Abstract: There is much debate about how firms should be organized for economizing on value creation and delivery for stakeholders without hindering effectiveness. Intrinsic and extrinsic technical utility are elements of value most directly in the firm's control. Entertainment facets dominate intrinsic technical utility. Entertainment includes and is not limited to intrinsic and extrinsic quale, personal and group identification, hedonic and non-hedonic experience including eudaimonic experience, emotional engagement, flow, challenge, and the experience process itself. In partial answer to the debate about how to organize the firm for efficiency and effectiveness, providing increased entertainment to stakeholders may be a less costly or more effective value add than providing incremental technical utility or convenience value. We theorize that organizing around mission, efficiency, technical effectiveness and entertainment optimizes the value creation role of the firm.

Optimal distinctiveness and audience appeal in identity cultural production market categories: An exemplar conformity perspective

J. Cameron Verhaal², Matthew Barlow¹, Ryan Angus³

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Abstract: This paper seeks to make two key contributions to research on optimal distinctiveness theory. First, we extend our current understanding of optimal product positioning by investigating how conformity to a category exemplar impacts audience appeal in cultural production markets. Extant research in this area has typically focused on more crowded, competitive, and technology-oriented markets when studying optimal distinctiveness. Next, we distinguish between optimal distinctiveness within a single market category, as well as across multiple categories simultaneously, when the relationship between a focal product and market exemplar is more complex. Our theory and findings have important implications for both research in optimal distinctiveness, and our current understanding of how product positioning impacts audience appeal in identity driven industries.

Table Number: 2

Chair: Audra Quinn

The role of mindfulness, resilience, and emotional intelligence in supporting entrepreneurial well-being during times of crisis: A research proposal

Cynthia Sherman¹, Britnay Haddox¹, Crystal Lopez¹, Matthew Macrini¹, Ekin Pehlivan¹

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Abstract: Building upon background research and pilot data gathered in the initial phase of this study, the researchers propose to interview small business owners and entrepreneurs about practices that support their well-being. The initial pilot found examples of how resilience, emotional intelligence, and mindfulness affected entrepreneurial well-being. Small business owners from the United States and South Africa described practices of breath and body work, physical activities, community support, and government support leading to better resilience and well-being. Emotional intelligence included recognizing how feelings



impacted decision-making and response to the pandemic, and in some cases led to problem solving in new and different ways. This proposal seeks to create a study that provides more clarity on how emotional intelligence, mindfulness, and resilience support entrepreneurial well-being, especially during times of crisis.

Conjoint analysis in entrepreneurship: Review, trends, and future research areas

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Abstract: In this essay, conjoint analysis is explained briefly with examples of articles in entrepreneurship field that have used conjoint analysis in different contexts, and the advantages alongside with the limitations of conjoint analysis are indicated. Later in the essay, the importance of multi-level research in entrepreneurship is discussed. Finally, concluding marks and future avenues have been suggested for applying conjoint analysis and doing multi-level research in entrepreneurship.

Effective information sharing in human resource management and supply chain management: A review

Shravya Dharba¹, Shammi Gandhi¹, Carol Flinchbaugh¹

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Abstract: A systematic review of information sharing in the HRM and SCM literature will help identify best practices in information sharing and leverage our understanding of how processes improvements in information sharing (IS) can enhance performance in today's knowledge-intensive and service organizations. In our full review, we will highlight four specific areas of inquiry to unpack the value of IS: 1) include a comprehensive review of IS practices common to HRM and SCM, 2) identify the obstacles restricting effective IS processes in both domains, 3) discern how IS practices and strategies in the SCM domain could be implemented in the HRM domain, and vice versa and 4) identify what IS practices could be adopted to enhance performance during disruptions. Our conceptual review of these topics will offer a new understanding of the role of IS and guides both research and practice as to when the use of IS practices can be advantageous to organizational performance in multiple functional areas.

Table Number: 3

Chair: Aimee Hamilton

Threats and opportunities: Innovating during crisis management

Sarah Kovoov-Misra¹

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Abstract: The innovation process is a key factor for effective crisis management. Scholars, however, have primarily studied it during the crisis containment phase; while the preparedness, recovery, and post-crisis growth phases have received less research attention. Understanding the innovation process across these phases is important to gain a more nuanced perspective into its complexity in this context. This paper examines and compares some characteristics of the innovation process, such as drivers, urgency, reactivity, and speed across the phases of crisis management, and proposes a model. It suggests that a) the degree of perceived threat and opportunity are the drivers of innovation (independent variable). They b) are associated with the speed of innovation and the extent to which the process is reactive (dependent variables); and c) this relationship is mediated by the urgency for innovation. The paper concludes with some implications for future research and practice.

What innovation factors should firms pursue?

Matthew Farrell¹, Johnathan Rajan¹, Shaomin Li¹, Christopher Willis¹, Nicholas Salzman¹

¹Old Dominion University

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Abstract: Although extant research has made significant contributions towards our understanding of how firms innovate, little work has been done in identifying how these factors may act in concert. This oversight is critical given that factors such as organizational slack and R&D intensity are orthogonal to one another. Utilizing fuzzy set qualitative comparative analysis (fsQCA), we seek to identify consistently successful practices of the most innovative firms, and build theory from the resulting configurations.

Disseminated learning: Organizational experience, hiring, and scaling in digital transformation efforts

Russell Seidle¹, Kim Wang¹

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Abstract: How do incumbent firms that pivot into an emerging technical space persist with this endeavor and scale to a viable size? Empirical results based on a sample of 423 Taiwanese companies representing diverse industry sectors yield broad support for our learning-related hypotheses. First, we substantiate the negative learning impacts of past successes for strategic pivots into an emerging technical space; experiential learning creates difficulties for organizations scaling their initial forays into an unfamiliar technology. Second, we refine the orthodox argument for organizational ambidexterity in accommodating established and emerging lines of business. When scaling in emerging technologies, the incumbent firm benefits when learning from new hires is spread widely rather than sequestered in a specialized department. Our research contributes to theory and practice by providing insight into how firms can best use both existing and imported expertise when growing in an unfamiliar sector.

Network orchestrators and institutional change: Multilevel opportunity processes of hybrid organizations

Andrew Earle¹, Yusi Turell¹

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Abstract: Network organizations often struggle to fundamentally alter complex social systems, with such change limited to more narrow, incremental outcomes. We explore the dilemma of, while network orchestrators whose members have hybrid logics that span institutional levels -- e.g. organizational performance and field-level change logics -- may be more effective at changing society-level institutions, these orchestrators ability to learn from their members actions is complicated by the tensions inherent in hybridity. Building on our unique access to Ashoka (a network orchestrator whose fellows aspire to pattern-changing social entrepreneurship in various fields), we conducted an inductive field study of an extreme case of hybridization to foreground the processes and tensions around multilevel opportunity processes among network orchestrators and members. This study contributes to our understanding of network orchestration and how it shapes system-level change in complex environments.

Table Number: 4

Chair: Jill Jaspersen

Student well being and the role of arts in business education

Sargam Garg¹

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Abstract: The objective of this conceptual paper is to deliberate on the topic of integrating poetry and other arts as tools in management education. As management educators, we strive towards increasing and improving students' analytical skills, decision-making, and critical thinking. Case-study method is one of the most widely pedagogical tool used in business schools which relies heavily on rational decision making. However, does the focus on reason suffice in today's time? What about intuition, emotion, and connection? Linking arts and well-being, in this theoretical work I discuss how engagement with the arts can be useful for students. I argue that arts positively impact a student's well-being by enhancing student's sense of inclusiveness, resilience, and creativity.



Culturally responsive teaching: Creating a more informed student body

Alysa Lambert¹, Regina Yanson²

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Abstract: Recent tragic events surrounding racial and sexual discrimination has propelled diversity, equity and inclusion (DEI) into the forefront of both national and international priorities. With the aim of helping college instructors find successful ways to incorporate DEI in the curriculum, this research explores the efficacy of some widely accessible intervention tools. This study investigates the effect of course related interventions in diversity, equity, and inclusion (DEI) on students' level of cultural awareness. Students' level of cultural awareness will be measured at the beginning and end of the semester to assess the success of the interventions.

Is there a gap in the link between leading business research and the related pedagogical outcomes? Closing the loop on academic reflexivity and AACSB criteria

Chet Barney¹, Rohny Saylor²

¹University of South Dakota, ²Washington State University Vancouver

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Abstract: Assurance of learning has gained prominence in the university accreditation process. Most business schools attempt to fulfill this educational obligation by adopting standards set forth by the AACSB. To do so, they are instituting policies and procedures to ensure that students are 'learning' in their classes. Thus, the term 'closing the loop' is becoming common as rubrics designed to assess learning are then compared to measured outcomes. This reflexive learning loop implies efficacy of the process 'Are they learning what we are teaching them?' Additionally, the level of student ability is ascribed based upon prior coursework. A student who has already taken accounting or finance classes should be able to understand simple financial ratios in a management class. Should the student fail to demonstrate this understanding, the preparedness of the student, or the measures used in the assessment rubric, can be called into question. This paper investigates the efficacy of this process.

The silence of the pedagogy of discomfort in management education

Smita Trivedi¹, Gaston de los Reyes², Han-Huei Tsay³, Charlotte Haynes⁴

¹San Francisco State University, ²Glasgow Caledonian New York College, ³University of Greenwich, ⁴Columbia University

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Abstract: Management education has long prioritized the exclusion of personal values from both business and classroom practice. Shareholder-oriented management approaches systematically exclude notions of (in)justice and social responsibility from strategic consideration, with little practical consideration for the impact of business practices on broader populations of stakeholders. The global pandemic, the exposure of large-scale corporate corruption combined with social criticism of market-forces' ability to solve social ills calls into question the exclusion of conversations about values, (in)justice, and the ethics of economic inequalities in management education. We strongly suggest that the "pedagogy of discomfort" provides a meaningful framing to help management educators broach rather than ignore unavoidable uncertainty and discomfort in the classroom and prepare their students to explore personal values and their implications for ethical and just management practices.

Table Number: 5

Chair: Austin Braunwalder

Temporal issues in organizational socialization research: A methodological review and recommendations

Johnna Capitano¹, Vipanchi Mishra¹

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Abstract: To demonstrate how scholars are handling temporal issues in newcomer research, we conducted a systematic literature review of 164 empirical studies of organizational socialization conducted over the last 40 years. Studies meeting our inclusion criteria were coded for a) tenure "cutoff" for an employee to be defined as a newcomer, b) justification provided by



authors regarding their choice of timepoints for data collection from newcomers and c) methodological designs. Results indicated that in most studies, authors did not provide justification for the definition of newcomer adopted in the study, or they defined a newcomer based on prior research. Notably, a promising trend is the steady increase in longitudinal and time-lagged studies. We discuss the theoretical foundations explaining the duration of the newcomer period, which should be helpful to both scholars and practitioners. Last, we offer recommendations for future research on newcomer socialization.

Employee development: Facilitator of work-life balance or springboard to turnover?

Marco DiRenzo², Patricia Martinez¹

¹Loyola Marymount University, ²Naval Postgraduate School

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Abstract: In today's challenging labor market, retaining talent is a significant concern for employers. While employee development may assist with employee retention, it can present a double-edged sword: increasing their workforce's skill set may increase the risk that employees undergo a job search. Research on employability and work-life suggests that individual employability can increase feelings of work-life balance. Across two studies, we explore whether organizational investments that enhance individuals' employability (employee development programs and job rotations) may increase employee work-life balance, conceptualized as low experiences of work-to-family conflict (WFC) and family-to-work conflict (FWC), which in turn reduce turnover cognitions and intentions. We found that employee development exhibited a significant relationship with family-work conflict and that both employee development and job rotations were negatively related with turnover intentions.

Understanding narratives of socio-ecological intervention

David Hannah², Kirsten Robertson³, Brett Van Poorten²

¹Beedie School of Business, ²Simon Fraser University, ³University of the Fraser Valley

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Abstract: Many people devote their professional lives to understanding the interactions between human and natural systems, and to deciding how to intervene in the overall social-ecological systems. These decisions are highly consequential, extraordinarily complex, and frequently involve uncertain data and anecdotal information. They also take place within organizations that can be politicized and bureaucratic. We investigated the narratives that freshwater fisheries managers constructed as they interpreted information and evaluated possible decisions. Their narratives encompassed considerations such as the social system's valuation of the ecological system, the perceived stability of the overall social-ecological system, and the presence of native and endangered species. Due to the inherent uncertainty of intervening in these extraordinarily complex systems, workers tended to favor a trial-and-error approach.

Table Number: 6

Chair: Weichun Zhu

Development of an employee centric Performance Management System (PMS) to foster a culture of resilience: An exploratory case-based research study, from surviving to thriving

Craig Seal¹, Di Fan¹, Selina Sanchez¹, Maria Guzman¹, Krystal Rawls², Patrick Flaherty¹

¹California State University, San Bernardino, ²California State University, Dominguez Hills

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Abstract: Performance management systems (PMS) are generally designed to enhance efficiency, effectiveness, and resources from the perspective of management often with little input from employees. However, in response to the 'Great Resignation' and the 'post-pandemic world' of work (with flexible time and place so prevalent) we are proposing an exploratory case-based study on an employee-centric PMS. Specifically, to design, deliver, and assess an employee-centric PMS for a small, regional, non-profit organization (NPO) with an emphasis on building a culture of resiliency. The PMS will be developed through a series of employee interviews, with a focus on employee motivation, engagement, and well-being; to positively impact organizational commitment, job satisfaction, and intention to persist. This developmental research proposal on the workplace, aligns with the conference theme "From Resilience to Thriving: The Crisis Remade", as we continue to re-define the post-pandemic world of work.



Your worst day is our best day: Performance effects of incongruity between job expectations and actual work experience

Timothy Gubler¹, Haibo Liu², Alexandru Roman³

¹Brigham Young University, ²University of California, Riverside, ³California State University, San Bernardino

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Abstract: On-the-job experiences often significantly differ from employee expectations. We argue that decreasing the incongruity gap ‘the discrepancy between expectations and actual job experience’ will lead to improved performance. We examine our theoretical expectations in the context of Emergency Medical Services (EMS). Using data from 31 US states, we find that EMS crews significantly improve response performance on calls following a critical call. Critical calls demand substantial intervention highly utilizes EMS crew training and skills. This effect is stronger for smaller agencies and for calls following the critical call that are more urgent. Interviews with EMS professionals reveal that this improved performance may be driven by an “excitement” following the opportunity to apply the skills that EMS professionals are trained for but rarely get to use in their daily and routine calls. Our research speaks to the benefits of decreasing incongruity between expected and actual job roles.

Perceived value of student consulting cases. Search for conceptualization

Eve Mansfield¹, Nika Volkhonska¹, Julia Ivy¹

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Abstract: This empirical developmental paper is an effort to conceptualize and categorize the findings of a study on students’ perception of the value of their consulting cases for their employability. The study refers to the ‘Making Your Case’ consulting case initiative, applied for nine years within twelve graduate and undergraduate programs. Suggested conceptualization defines consulting cases as an instrument for navigating students’ investment in their own employability. We categorize these investment efforts as an investment in the four types of individual capitals, such as (a) personal capital of focus and ownership, (b) social capital of connection and trust, (c) professional capital of value for impact, and (d) empowerment capital of graduates’ voice among practitioners’ audience.

SATURDAY, MARCH 19

SCHEDULE OVERVIEW

07:00-11:15	Registration Opens (Grand Promenade)
07:00-08:30	Breakfast and WAM Business Meeting (Grand Staircase)
08:30-09:45	Concurrent Sessions
09:45-10:00	Coffee Break (Grand Promenade)
10:00-11:15	Concurrent Sessions

07:00-11:15 REGISTRATION OPENS

Location: Grand Promenade

07:00-08:30 BREAKFAST AND WAM BUSINESS MEETING

Location: Grand Staircase



08:30-09:45

ENTREPRENEURIAL STORYTELLING & VENTURE IDENTITY

Room: Kings 1

Chair: Kyle Ehrhardt

Entrepreneurial imagination as a generative source of past habits and present judgments

Rohny Saylors¹, Rohny Saylors², Jillian Saylors¹, Sierra Leonard¹

¹Washington State University, ²Pen State

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Abstract: The social symbolic work perspective typically centralizes the present temporally, placing the past and future in hermeneutic relationship to judgment. A storytelling perspective changes this orientation: arguing for the future first, and casting the past and present as, themselves, social symbolic objects. This shift to the future first recognizes inter and intra personal contestation of the meaning of time. Thus, by using a storytelling perspective, we enable scholars to better understand how to move beyond simple resilience in the moment, to theorizing the beliefs about the future that can enable thriving.

Fulfilling the promise: The double-edged sword of entrepreneurial storytelling

Sanjay Jain², Antoaneta Petkova¹, Anu Wadhwa³

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Abstract: This paper examines the role of entrepreneurial storytelling in bringing new technologies to market. In a study of two clean energy ventures we identify the benefits and drawbacks of employing persuasive stories to recruit resources and stakeholder support for the development of new technologies. We find that by engaging in storytelling entrepreneurs manage to legitimate their ventures and obtain significant resources. However, stories also create expectations that are difficult to meet. By narrating the future as temporally proximal, entrepreneurs make their ventures appear more desirable to investors and manage to obtain large amounts of capital. However, this manipulation of time leads investors to form unrealistic expectations of the technology development timeline and to hold ventures accountable to it. We elaborate on the mechanisms that contribute to the entrepreneurs' (in)ability to revise their stories when misalignments between their visions and unfolding reality occur.

Status of entrepreneurial firms with an oppositional identity: Online newspapers

Donghoon Shin¹, Howook Shin²

¹University of Wisconsin Whitewater, ²California State University Long Beach

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Abstract: Entrepreneurial firms often build their organizational identity by directly contrasting it with existing firms and industries. However, due to their oppositional identity, they cannot benefit from the affiliation with existing (and often high-status) firms. This paper examines how entrepreneurial firms can enhance their position in the category by utilizing two rhetorical contract claims to build and claim their identities vis-a-vis incumbent firms and being targeted by prominent stakeholders. The empirical results support our argument that using contrast claims emphasizing their differences from existing print media firms and receiving negative responses from category outsiders led online newspaper firms to obtain a higher position in the industry. Contrasting themselves to similar online newspaper firms has a negative effect on status attainment, but the attacks from outsiders diminish the negative effect.

08:30-09:45

RELATIONSHIPS

Room: Kings 2

Chair: Andrew Hafenbrack

Influence of informal network context: Research agenda in international human resource management

Yongsun Paik¹, Sven Horak²

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Abstract: While informal networking has been universally regarded as an important feature of expatriate effectiveness, respective local network constructs (e.g., yongo, wasta, blat/svyazi) remain poorly understood when taking expatriates' ability to connect to local networks into account. Drawing on informal institution and social capital theory, we present informal networks as an important contextual factor in international human resource management (HRM). We define informal networks by pointing out their distinctive nature and develop central themes to guide future research in this area by integrating the informal network context into research themes relevant to the international HRM domain. Seven research themes centering on focal research questions are developed, which, taken together, constitute a future research agenda and expand the typical domain of international HRM research in the informal network context.

Relational flourishing processes: Toward dyadic flourishing

Bryant Thompson¹, Michael Stevens¹, Wendy Fox Kirk¹, Jennifer Anderson¹, David Read¹, Shaun Hansen²

¹Weber State, ²Weber State University

Organizer Contact: bryantthompson@weber.edu

Abstract: Our conceptual analysis proposes that individuals have a natural tendency to seek relationships that access latent competencies. In suggesting individuals are guided by an instinct to 'build on the best in our human natures', we examine how relational flourishing processes can emerge into dyadic flourishing, a dyad-level outcome where the dyad becomes generative as it creates within-dyad resources by harnessing and synchronizing collaborative behaviors that nurture and promote the well-being of the dyad. We also introduce dyadic coping, another dyad-level phenomenon where dyad members seek to maximize individual interests, often at the expense of the interests of the dyad. Dyadic coping is degenerative and weakens the dyad through imposing, ignoring, or ingratiating behaviors. We also introduce a motivating factor, positive relational orientation, that drives integrative behaviors while arguing that anchoring events enable a dramatic shift from dyadic coping to dyadic flourishing.

Positive relational orientation: Facilitating intrapersonal and interpersonal forgiveness outcomes

Bryant Thompson¹

¹Weber State

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Abstract: Positive relational identities within supervisor-subordinate relationships provide meaning and connection, but can also destroy meaning and alter the manner in which we define ourselves in the relational context. I employ identity theory to suggest a positive relationship between relational identification and forgiveness outcomes while also proposing a negative relationship between relational identity threat and forgiveness outcomes. I demonstrate that positive relational orientation strengthens the positive relationship between relational identification and forgiveness outcomes while mitigating the negative effects of relational identity threat such that positive relational orientation augments the positive effects of relational identification and tempers the negative effects of relational identity threat.

Can System Justification Theory explain positive associations among workplace bullying and engagement and commitment? An empirical investigation

Cheryl Rathert¹, Ghadir Ishqaidef², Tracy Porter³

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Abstract: Some recent research demonstrates some positive associations of workplace abuse and bullying, which may help explain why bullying is difficult to eradicate. Underpinned by system justification theory (SJT), this study examined potential positive associations between bullying and engagement and organizational commitment. SJT posits that people have a motivational tendency to justify the status quo of the systems in which they are embedded (i.e., their workplace), even if these systems are unjust or work against the interests of groups with which they identify. We used cross-sectional data (n=334) to test a moderated-mediation model in which bullying was positively associated with work engagement, and this relation was moderated by SJ. Further, these indirect effects mediated the positive association of bullying with organizational (continuance) commitment. These findings suggest that organizations need to understand the effects of bullying in a more nuanced way than they have thus far.



08:30-09:45

PEOPLE IN CHALLENGING SITUATIONS

Room: Kings 3

Chair: Sam Holloway

Managing unmanageable work/life boundaries: Working from home with children during COVID-19

Dana Sumpter¹, Mona Zanhour²

¹Pepperdine Graziadio Business School, ²California State University Long Beach

Organizer Contact: dana.sumpter@pepperdine.edu

Abstract: During the widescale work from home (WFH) phenomenon during COVID-19, employees were less able to segment boundaries between work and family domains. Many caregiving employees experienced intensified work and non-work roles. Our study inductively investigates how women worked from home, with children at home with them, during this time. Drawing from 54 in-depth interviews during summer 2020, we explicate how the flexibility and effectiveness of WFH was precarious, with limitations in how women managed work/family role boundaries. Results revealed how participants faced changes to their work, lacked ability to segment home and family domains, their tactical responses, and the implications of this experience for themselves and their careers. Findings contribute to understanding of WFH and boundary management strategies during a sudden disruption, shedding light on how the benefits of flexibility assume available boundary management and controllable work features.

Freedom is just another word for nothing left to lose: Entrepreneurialism and the changing nature of employment relations

Robert Eberhart¹, Stephen Barley², Andrew Nelson³

¹Stanford University, ²University of California, Santa Barbara, ³University of Oregon

Organizer Contact: eberhart@stanford.edu

Abstract: We explore the acceptance of new contingent work relationships in the United States to reveal an emergent entrepreneurial ideology. Our argument is that these new work relationships represent a new social order not situated in the conglomerates and labor unions of the past, but on a confluence of neo-liberalism and individual action situated in the discourse of entrepreneurialism, employability and free agency. This new employment relationship, which arose during the economic and social disruptions in the 1970s, defines who belongs inside an organization (and can take part in its benefits) and who must properly remain outside to fend for themselves. More generally, the fusing of entrepreneurship with neo-liberalism has altered not only how we work and where we work, but also what we believe is appropriate work and what rewards should accompany it.

Context matters: Creative problem solving of base of the pyramid and wealthy individuals

Helene Doms¹, Matthias Weiss², Martin Hoegl¹

¹LMU Munich, ²Ruhr-Universität Bochum

Organizer Contact: hoegl@lmu.de

Abstract: To test whether the extremely resource scarce BOP context has an influence on cognitive processes underlying creative problem solving we conducted an experiment comparing individuals from a BOP context with individuals from a wealthy context. We focused on two cognitive phenomena assumed to influence creative problem solving: functional fixedness and resource parsimony. Surprisingly, the results show that both populations did not significantly differ with regard to functional fixedness. They did, however, with regard to resource parsimony during task completion, in that individuals from the BOP context turn out to be more parsimonious in their use of resources during problem solving. Our findings indicate that different resource backgrounds do not universally influence cognitive processes, but actually have a selective effect on cognition in creative problem-solving.



08:30-09:45

WORKSHOP

Room: Kohala 3

Community Problem Solving Challenge

Connie Merriman², Chris Willis¹, Anil Nair¹, Matt Farrell¹, Nick Salzman²

¹Strome College of Business, Old Dominion University, ²Old Dominion University

Organizer Contact: chwillis@odu.edu

Abstract: The Community Problem Solving Challenge engages university students with high school students and community leaders to seek applicable solutions to the socio-economic problems facing the underserved areas in our region. The community leaders and high school students work and live in these areas bringing both the real-life problems and also environmental constraints for a joint problem-solving project. The university students gain both knowledge and empathy while working with the various stakeholders. The high school students some entrepreneurial orientation, knowledge of the opportunities for a university education, and we hope a sense of community involvement.

09:30-09:45

COFFEE BREAK

Location: Grand Promenade

10:00-11:15

ORGANIZATIONAL CHALLENGES

Room: Kings 1

Chair: Teri Tompkins

Employee dilemmas from competing organizational objectives: Insights from emergency medical services

Timothy Gubler¹, Haibo Liu², Alexandru Roman³

¹Brigham Young University, ²University of California, Riverside, ³California State University, San Bernardino

Organizer Contact: timgub@byu.edu

Abstract: Organizations face unique challenges when simultaneously pursuing conflicting organization-level objectives. We study how frontline employees deal with competing financial and social objectives within the context of Emergency Medical Services. Using data from 31 US states, we find that even in the absence of direct financial incentives, emergency crews are responsive to the financial objective of their agencies by providing differential service to patients based on their ability to pay. Private insurance and Medicare patients receive more procedures (6.1% and 1.9%) and have longer transport times (5.3% and 4.0%) than Medicaid patient after controlling for call and patient characteristics. Importantly, we also find evidence suggesting that EMS crews vacillate between the financial and social objective between calls, depending on the relative salience of the objective.

To diversify or not to diversify: Fundraising for the non-profit

Austin Braunwalder¹, Henry Petersen¹

¹California Baptist University

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Abstract: The challenges for fundraising is present across the vast majority of all non-profits since many of them are bound by the obligation to secure funding to fulfill their vision, mission or purpose. Diversifying these sources makes sense from a stability and organizational health perspective. However, diversification was found to trouble the fundraiser, bringing about a sense of dissatisfaction, organizational disconnect and less than expected results. This article presents the results from a case study that explored professional fundraisers of three different non profit institutions. Through the lens of resource dependence and transaction cost, the results are presented with recommendations for revisiting the fundraising portfolio developed by leadership.



Don't sweat the small stuff: The tolerance spillover effect in ethical decision making

Jeffrey Bednar¹, Ryan Sommerfeldt², Aaron Zimbelman³, Mark Zimbelman¹

¹Brigham Young University, ²Washington State University, ³University of South Carolina

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Abstract: We introduce the “tolerance spillover effect” and provide experimental evidence to show how it affects ethical decision making. We build on research showing that mindsets in one domain can be activated and spill over to affect decisions in other domains and hypothesize that working with an occupational tolerance standard (e.g., a margin for error) can create a tolerance mindset that can spill over to influence ethical decision making. In our first experiment, we manipulated the presence of occupational tolerance standards and observed increased evidence of a tolerance mindset and intent to engage in unethical behavior. Our second experiment provides evidence that the tolerance spillover effect has a significant impact on the behavior of professional auditors who work with an occupational tolerance standard (materiality). These findings have important implications for understanding the spillover of mindsets from the occupational to the moral domain.

Control and change in teams: Conscientiousness and proactivity alignment improves team performance

Kyle Emich¹, Li Lu², Amanda Ferguson³, Randall Peterson⁴, Elizabeth McClean⁵, Sean Martin⁶, Col. Todd Woodruff⁷, Michael McCourt⁸

¹University of Delaware, ²West Chester University, ³Northern Illinois University, ⁴London Business School, ⁵Cornell University,

⁶University of Virginia, ⁷United States Military Academy at West Point, ⁸Sigopt (an Intel company)

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Abstract: Team science has struggled with how to fully account for the complexities inherent in assembling a team, particularly regarding integrating the need for control and the need for change. Here, we propose addressing this issue using an alignment approach to team composition that combines insight from existing approaches, but moves beyond them by accounting for the simultaneous presence of multiple attributes within individual team members relative to others. In a sample of MBA consulting teams, a controlled laboratory simulation, and a field sample of military teams, we apply this approach using conscientiousness, considered as the tendency for achieving efficient control, and proactivity, considered as the tendency to prepare for change. Our results reveal that teams perform better when conscientiousness and proactivity are aligned within individual members, as compared to unaligned. Our findings contribute to better understanding of team composition and effectiveness.

10:00-11:15

EMPLOYEE VOICE & OCB

Room: Kings 2

Chair: Ronald Miller

Goaded into gab: “Management by walking around” and the perilous space between employee voice and silence

Alexander Bolinger¹, Tyler Burch¹

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Abstract: Employee voice, the willingness of individuals to share suggestions or concerns in conversation with their supervisors, has been highlighted as an important tool for organizational effectiveness in dynamic industry environments. However, researchers have found that some organizational efforts to encourage employee voice through formalized initiatives such as management by walking around (MBWA) may actually hinder organizational outcomes. In this paper, we introduce the concept of gab to explain this puzzling finding. We theorize that organizations are not only hindered by the absence of employees speaking up (i.e., employee silence), but also by superficial, ritualized interactions between supervisors and employees that fulfill obligations for interaction without delivering informational value (i.e., gab). Our conceptual model unpacks the insidious ways in which gab may undermine employee empowerment and foster organizational complacency.



Do calling-oriented employees take charge in organizations? The role of close monitoring, intrinsic motivation, and organizational commitment

Sung Soo Kim¹, Jongwook Pak², Seung Yeon Son³

¹University of Denver, ²Trinity College Dublin, ³Korea National Defense University

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Abstract: In parallel with a growing interest in finding meaning in work and living one's calling, the past decade has witnessed a surge in research on the concept of calling. Despite such scholarly advancement, two questions regarding calling-oriented employees remain contentious, still commanding further scrutiny: 1) whether they engage in agentic behaviors to initiate change in workplace; and 2) whether they are influenced by workplace context. In an effort to address these questions, this study examines how calling is related to taking charge, voluntary and constructive efforts to initiate and implement functional change in workplace. We proposed that calling-taking charge relationship is explained by two discrete organizationally-relevant mechanisms: intrinsic motivation and affective organizational commitment. Further, supervisor's close monitoring is proposed as a key context which these relationships are contingent on. The proposed research model was tested with time-lagged dyadic data.

Why good employees do bad things: The darkside of engaging in impression management motivated OCB

Bahareh Javadizadeh¹, Jennifer Miles², Jaylon Sherrell¹, Morteza Amirian³

¹Indiana State University, ²University of San Diego, ³Payame Noor University

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Abstract: This study challenges the widespread belief that organizational citizenship behaviors (OCB) always lead to positive organizational outcomes by investigating why and when employees might conduct counterproductive work behaviors (CWB) following engagement in OCB. Drawing on conservation of resource (COR) and moral disengagement theory, we suggest that engaging in OCB with an impression management motive increases CWBs by pushing employees to morally disengage. We further predicted that the relationship between impression management motivated OCB and moral disengagement would be moderated by employees' perception of their employment mobility. To test our hypotheses, we conducted a two-waved, time-lagged study, including 253 employees. We found support for our hypothesized 1st-stage moderated mediation model. Specifically, impression management's indirect effect on CWB through moral disengagement was positive and significant when employees perceived lower mobility.

Race and the costs of voice (un)enacted: Implications for voice safety and inclusion

Crystal Farh¹, Blair Middlebrook¹, Robin Fowler², Gwen Camacho³

¹University of Washington, ²University of Michigan, ³Seattle Pacific University

Organizer Contact: blairmid@uw.edu

Abstract: This paper considers how individuals are affected when their voiced suggestions and concerns are not enacted. Drawing from optimal distinctiveness model's notion that inclusion is highest when employees feel valued for their uniqueness and experience a sense of belonging, we argue that low voice enactment diminishes inclusion because it signals to voicers that expressing uniqueness through voice will cost them acceptance and thus is unsafe. We further argue that these consequences are exacerbated for demographic minorities because they experience heightened risk and sensitivity when expressing uniqueness. We test these effects among teams of engineering students, where race is a salient demarcation of minority status. Overall, our work highlights the asymmetrical costs of unenacted voice for demographic minorities and the potential for voice enactment to promote safety and inclusion in diverse organizations.



10:00-11:15

ENTREPRENEURSHIP & INNOVATION

Room: Kings 3

Chair: Suzanne Tilleman

When the going gets tough: Venture resources as buffers against funding termination after product development failure

Amrita Lahiri¹, Arvin Sahaym¹, Chandresh Baid², Greg Fisher³

¹Washington State University, ²Grand Valley State University, ³Indiana University

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Abstract: New products in innovation-driven industries often fail. When this happens, the venture developing such a product will likely struggle to raise financial resources in follow on funding rounds, thereby jeopardizing the future of that venture. Yet some ventures manage to overcome this challenge. Why? Synthesizing insights from the literatures on resource-based view (RBV) and social evaluation, we identify how certain venture resources can serve as resource buffers, prompting financial resource providers to continue to invest in a venture despite product development failures. We reveal how resources systematically vary in their effectiveness as a buffer as a venture evolves through different stages of development. We conduct a longitudinal study of 256 VC-funded new ventures founded in the biotechnology industry and evaluate the effectiveness of different types of resources as buffers against funding termination following product development failures.

Young firms' alliance strategy during the global financial crisis: Exploratory vs. exploitative alliance formation

JungYun Han¹, Chuck Eesley²

¹National Taiwan University, ²Stanford University

Organizer Contact: jungyunhan@ntu.edu.tw

Abstract: Although a large volume of studies have investigated firms' alliance strategy in turbulent environment, little attention is paid to sudden and unexpected economic shocks. Drawing insights from strategy literature on economic crises and alliance research, we examine young firms' alliance strategy during an economic crisis as compared to established firms, specifically their choices of exploratory vs. exploitative alliances. We argue that during the crisis, young firms seek to forge exploratory alliances while avoiding exploitative alliances. This happens because the dual nature of economic crisis that opens up both opportunity and threat allows young firms to take advantage of their new ways of seeing and experiment, while mitigating concerns about weak market presence. We further investigate the variation of government regulation across countries as a moderator.

Vanlife as emancipatory entrepreneuring

Angus Duff¹, Tolulope Oluwafemi¹

¹Thompson Rivers University

Organizer Contact: aduff@tru.ca

Abstract: In this theoretical review, we consider the transition into vehicle living as a form of entrepreneurship, using the theoretical framework of entrepreneuring as emancipation (Rindova, Barry, & Ketchen, 2009). In doing so, we consider micro-entrepreneurship and the transition to vehicle living as parallel processes beginning with a desire for financial emancipation, ending with identity change. We see both the micro-entrepreneur and van dweller as societal outsiders who redefine their employment and home context, and in so doing realize emancipation from the barriers that previously constricted them.

A new era of family business research: A systematic review of the topics and contributions

R. Gabrielle Swab¹, Chelsea Sherlock², Erik Markin², Victoria Antin-Yates²

¹Towson University, ²Mississippi State University

Organizer Contact: rswab@towson.edu

Abstract: This article provides a systematic review of the family business literature between 2008 and 2018. Our results reveal the field has grown nearly three-fold since 2007. As such, we examine the growth and decline of specific research topics. We also find that a new generation of researchers are contributing to this rapid growth, signaling increasing reach, richness, and legitimacy of the field. Our analysis illustrates the evolution of family business research over the last decade and what this means for its future. Accordingly, we provide directions for future research.



10:00-11:15

WORKSHOP

Room: Kohala 3

Using student input to create a culturally responsive classroom: How inclusive is your teaching environment?

Regina Yanson¹, Melissa Mann², Alys Lambert³

¹Francis Marion University, ²University of North Carolina at Pembroke, ³Indiana University Southeast

Organizer Contact: ryanson@fmarion.edu

Abstract: This engaging teaching workshop is primarily designed to introduce instructors to the concept of culturally responsive teaching, as well as highlight how their efforts may be perceived by students. During the workshop we will also familiarize participants with the Cultural Awareness Scale and discuss how this can be used as a tool to help instructors develop a more holistic view of what it means to be culturally responsive in the classroom.



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- 2013 Chris Bingham, *Univ. of North Carolina, Chapel Hill*
Arran Caza, *Griffith Univ.*
Peter Madsen, *Brigham Young Univ.*
Feng Zhu, *Univ. of Southern California*
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Matthew McCarter, *Chapman Univ.*
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Mark Kennedy, *USC*
Elizabeth Mullen, *Stanford Univ.*
Antoaneta Petkova, *San Francisco State Univ.*
- 2010 Kristin Behfar, *UC Irvine*
Peer Fiss, *USC*
Camille Johnson, *San Jose State Univ.*
Anne Parmigiani, *Univ. of Oregon*
- 2009 Teppo Felin, *Brigham Young Univ.*
Kevin Groves, *Pepperdine Univ.*
Mooweon Rhee, *Univ. of Hawaii*
- 2008 Berrin Erdogan, *Portland State Univ.*
David Hannah, *Simon Fraser Univ.*
Mary Sully de Luque, *Thunderbird School of Global Management*
Chris Zatzick, *Simon Fraser Univ.*
- 2007 Sally Baack, *San Francisco State Univ.*
Marc Da Rond, *Cambridge Univ.*
Ana Maria Peredo, *Univ. of Victoria & Univ. of Ottawa*
Roy Suddaby, *Univ. of Alberta*
- 2006 Christine Beckman, *UC Irvine*
Michael Lounsbury, *Univ. of Alberta*
Jeff Shay, *Univ. of Montana*
Marvin Washington, *Texas Tech Univ.*
- 2005 Brooks C. Holtom, *Georgetown Univ.*
Sally Maitlis, *Univ. of British Columbia*
K. Praveen Parboteeah, *Univ. of Wisconsin-Whitewater*
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- 2004 Craig Pearce, *Claremont Graduate Univ.*
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- 2003 Larissa Z. Tiedens, *Stanford Univ.*
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Gregory A. Bigley, *Univ. of Washington*
Livia Markoczy, *UC Riverside*
- 2002 Marta Elvira, *INSEAD and UC, Irvine*
Christina Gibson, *USC*
Tammy Madsen, *Santa Clara Univ.*
Candace Ybarra, *Chapman Univ.*
- 2001 Talya Bauer, *Portland State Univ.*
Ellen Ensher, *Loyola Marymount Univ.*
Thomas Lawrence, *Univ. of Victoria*
Rajnandini Pillai, *CSU-San Marcos*
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Katherine Xin, *Hong Kong Univ. of Science & Technology*
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Michael Morris, *Stanford Univ.*
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- 1998 Cliff Cheng, *UCLA*
Sandra Robinson, *Univ. of British Columbia*
Stephen Tallman, *Cranfield School of Management*
- 1997 Joyce Osland, *Univ. of Portland*
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- 1996 Hal B. Gregersen, *Brigham Young Univ.*
Pamela R. Haunschild, *Stanford Univ.*
P. Devereaux Jennings, *Univ. of British Columbia*
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Kay Devine, *Univ. of Alberta*
Michael Vincent Russo, *Univ. of Oregon*
- 1994 Nakiye Boyacigiller, *San Jose State Univ.*
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- 1993 Laurence Barton, *Univ. of Nevada*
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- 1992 Charles Hill, *Univ. of Washington*
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Barbara Lawrence, *UCLA*
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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*
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- 1986 Alan Meyer, *Univ. of Oregon*
Janet Fulk, *USC*
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- 1985 Gerardo Ungson, *Univ. of Oregon*
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- 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

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

ANDRÉ DELBECQ WAM ‘STATE OF MIND’ AWARD RECIPIENTS

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



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Calvin Nite
Cameron Borgholthaus
Carlos Gonzalez
Carma Claw
Carol Flinchbaugh
Cecily Cooper
Chantal van Esch
Charles Eesley
Cheryl Rathert
Chet Barney
Chris Willis
Christian Gadolin
Christopher Bradshaw
Christopher Reutzel
Constantin Huesker
Craig Seal

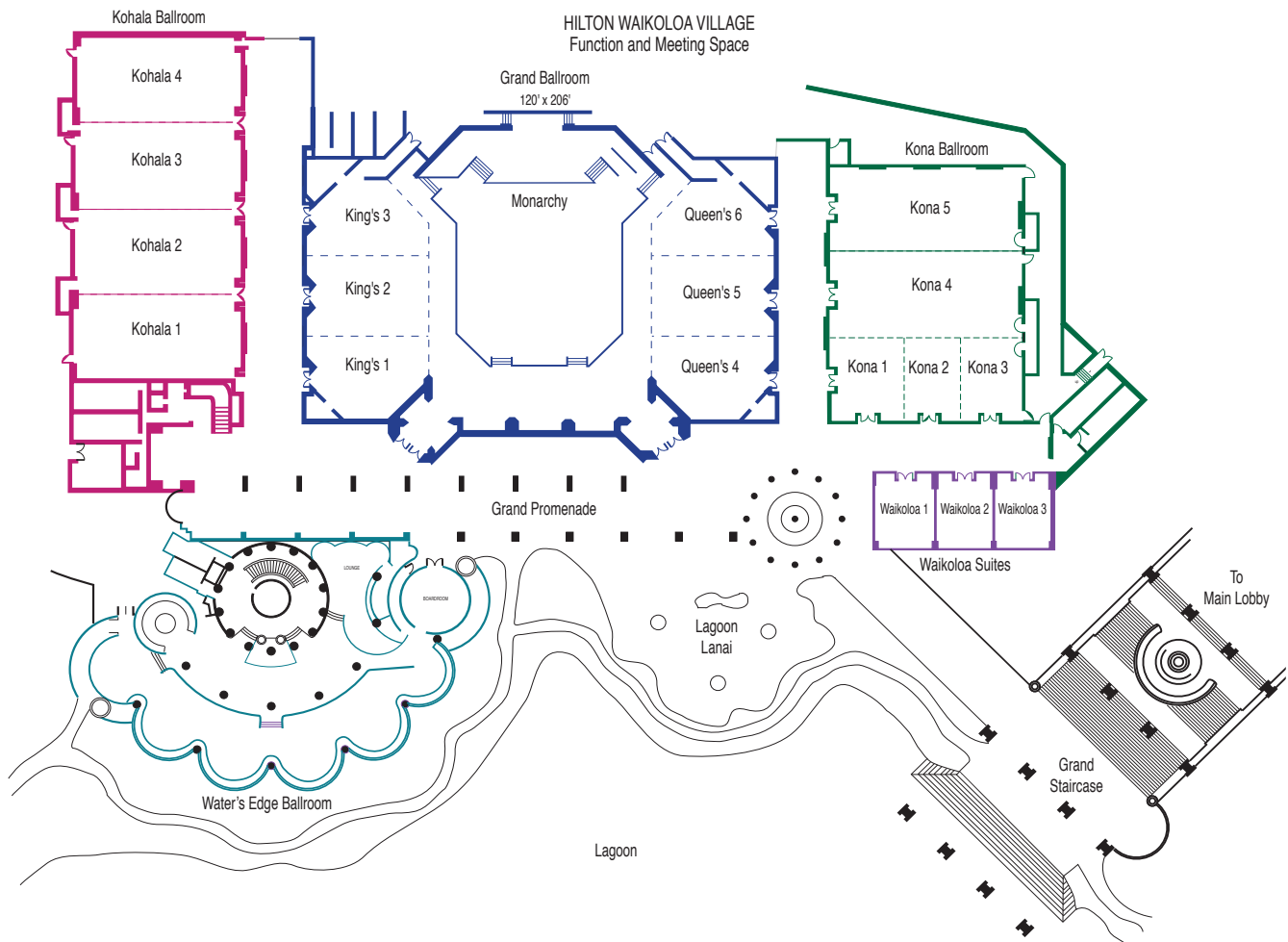
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Emmanuel Dalavai
Eric Lamm
Erica Holley
Fatemeh Askarzadeh
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