2022 Annual Meeting of the Eastern Academy of Management

Resilience and Reinvention: Moving Forward

May 17 – 20, 2022

Portland, Maine | The Westin Harborview

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AWARDS

EAM Outstanding Reviewers

We thank all the reviewers who contributed to EAM 2022 by providing quality reviews.
(Complete list of reviewers is provided on pages 70-71)

Muhammad Aslam	Alexandra Galli-Debicella	Kaushik Mukherjee
Pauline Assenza	Joseph Gaspar	Junghoon Park
Gayle Baugh	Laurel Goulet	John Parnell
Anthony Butterfield	John Harris	Melanie Robinson
Joanna Capitano	Ranjita Islam	Bret Sanner
Sanjay Chaudhary	Jaeyoung Kang	Swapnil Saurav
Kevin Coopersmith	Mariana Lebron	Miriam Weismann
Lucas Dille	Laurie Levesque	Rattaphon Wuthisatian
Erim Ergene	Steven Meisel	Michele Yoder
Saadet Esposito	Rick Moran	
Andrea Farro	David Morand	

Many thanks to the EAM Fellows who generously sponsored the OMJ Best Paper Awards, Best Conference Paper Awards, ELA Best Experiential Activity Award, and Best Track Paper Awards.

Organization Management Journal (OMJ) Best Papers

OMJ Best Empirical Paper Award

Vivien W. Forner, Michael Jones, Yoke Berry, Joakim Eidenfalk, "Motivating workers: how leaders apply self-determination theory in organizations", *Organization Management Journal*, 18, (2).

OMJ Best Teaching & Learning Paper Award

Rita Jeanne Shea-Van Fossen, Rosa Di Virgilio Taormina, JoDee LaCasse (2021), Selecting and using faculty data management software systems, *Organization Management Journal*, (18) 5.

OMJ Best Paper Nominees

Aaron Cohen, Mohammad Abedallah, "Examining correlates of organizational citizenship behavior and counterproductive work behavior in a collectivist culture: the case of Arab teachers in Israel", *Organization Management Journal*, (18) 3.

Sadia Mansoor, Phuong Anh Tran, Muhammad Ali, "Employee outcomes of supporting and valuing diversity: mediating role of diversity climate", *Organization Management Journal*, (18) 1.

Hannah Vivian Osei, Felicity Asiedu-Appiah, Perpetual Akosuah Anyimaduah Amoah, "The fish rots from the head down: a test of the trickle-down model of abusive supervision", Vol. 18, No. 3.

Conference Awards

Best Conference Conceptual Paper

Tracy Porter, Michele Heath, Nick Messina, & Scott Bible. *Millennials and the Motivation to lead: Is a Transformational Leader a Catalyst or Barrier?*

Best Conference Empirical Paper

Leanna Lawter, Petra Garnjost. *Effectiveness of Flipped Classroom Format in Quantitative and Non-Quantitative Business Courses – A Meta-Analysis*

Best Conference Student Paper

Jasmine Banu & Rupashree Baral. *Women Entrepreneurship and their Work-Family Interface: A Systematic Literature Review of a Growing Research*

Best Conference Experiential Learning Activity

Melanie A. Robinson, Jean-François Soublière, Marine Agogué, Denis A. Grégoire, & Yves Plourde. *The Mystery of the Red Envelope*

<p style="text-align:center"><u>Best Conference Track Paper Awards</u></p>

<u>Strategy or International Management</u>

Namporn Thanetsunthorn, & Rattaphon Wuthisatian. *Toward Understanding the Role of Trust in Country Risk Analysis for International Business*

<u>Entrepreneurship, Innovation, or Information Technology</u>

Fredrick Rice, *Gender, Entrepreneurial Personality, and Breadwinner Status: A Data-driven Literature Review*

<u>Human Resource Management</u>

Aharon Tziner, Hadara Bar-Mor, Or Shkoler, Lilach Geva, Haim Levy. *Abusive Workplace Behavior: Behavioral and Legal Insights*

<u>Organizational Behavior</u>

Nari Kim*. Perceived Fairness as a Mediator of the Relationship Between Work Locus of Control and Leader-Member Exchange*

<u>Ethics, Corporate Responsibility, and Sustainability</u>

Xiaochuan Song. *Exploring the Unintended Consequences of CSR from a Bindingness and Attribution Perspective*

<u>Management Education & Development</u>

Nicole Bérubé, Matthew Aslett, Wendi Winter, *Reinventing Graded Course Engagement for Psychological Safety in Large Online Classes*

<u>Hospitality Management</u>

Mark Sharkey, Aimee Hamilton, *Experiential Learning and Transitioning to Senior Leadership in the Hotel Industry*

The CASE Association Awards

Emerald Best Case Award Finalists

Peleton's Ride to Growth
Christopher Winchester, *University of Minnesota, Minneapolis, MN*
Erin Pleggenkuhle-Miles, *University of Nebraska at Omaha, Omaha, NE*
Andrea Erin Bass, *University of Nebraska at Omaha, Omaha, NE*

A Makeover for Dudley's Q+
Caroline Glackin, *Fayetteville State University, Fayetteville, NC*
Suzanne Altobello, *University of North Carolina at Pembroke, Pembroke, NC*

Abrupt Policy Reversal Amid Black Lives Matter: Starbucks' Grande Employee Dress Code Problem
Megan Douglas & Sarah Holtzen, *Missouri Southern State University, Joplin, MO*
Sinéad Ruane, *Central Connecticut State University, New Britain, CT*
Kim Sherman, *Westfield State University, Westfield, MA*
Aimee Willamson, *Suffolk University, Boston, MA*

Emerald Best Case Award Winner

A Makeover for Dudley's Q+
Caroline Glackin, *Fayetteville State University, Fayetteville, NC*
Suzanne Altobello, *University of North Carolina at Pembroke, Pembroke, NC*
The CASE Journal, 17 (5)

2022 Best Conference Case Award Nominees

Do Black Lives Matter At Pinterest, Inc.?
Janet Rovenpor, *Manhattan College*
Rita Shea-Van Fossen, *Nova Southeastern University*
Lisa Stickney, *University of Baltimore*

Power To The People In Newport RI
Patrick McHugh, *Brown University School of Engineering*
Sidharth Gupta, *Brown University School of Engineering*
Bennett McCoy. *Brown University School of Engineering*

Country Fresh Bread : Navigating A Red Ocean
Olugbenga Adeyinka, *Manhattanville College*

2022 Best Conference Case Award Winner

Do Black Lives Matter At Pinterest, Inc.?
Janet Rovenpor, *Manhattan College*
Rita Shea-Van Fossen, *Nova Southeastern University*
Lisa Stickney, *University of Baltimore*

EAM 2023
Hilton Philadelphia at Penn's Landing
May 16-19
Towards Justice and Equity in an Unequal World
Program Chair: Vishal Gupta
Submission Deadline: January 15, 2023

PROGRAM

Tuesday, May 17, 2022

13:30 - 17:00

EAM Board Meeting (Marsden Hartley)

14:00 - 17:30

Registration, Check-in (Lobby)

14:00 - 17:00

Exhibitor set up (Eastland Grand Ballroom - Under Balcony)

16:00 - 17:00

CASE Board Meeting (Sarah Orne Jewett)

17:30 - 19:30

Welcome Reception (Winslow Homer)

Wednesday, May 18, 2022

08:30 - 09:45

Idea Incubator: Entrepreneurship (Hawthorne)

Understanding Entrepreneurs: The Barriers of Myopia and A Path Forward

Raymond Van Ness, University at Albany

Cheryl Buff, Siena College

Kimberly Melinsky, Milligan University

Despite decades of attempts, scholars have been unable to craft a generally agreed-upon definition of an entrepreneur. Studies based on differing definitions can lead to controversy and be criticized as possessing a myopic context accompanied by weak, inconsistent, and inaccurate characterizations. This further solidifies the definitional impasse and makes advancements in meaningful empirical research more difficult. The overriding goal of this paper is to suggest a wider window through which to envision entrepreneurship. We propose envisioning entrepreneurs as Agents of Progress since this facilitates shedding the stereotypical characterizations of entrepreneurial engagement. We scrutinized the empirical literature for findings that consistently transcend differing entrepreneurial contexts yet have subtle similarities of findings. Ultimately, we were able to isolate four

unique, synergistic behavior-influencing traits that we theorize will consistently predict entrepreneurial behaviors. We offer a model of these common threads that bind all entrepreneurs, regardless of domain context.

Abilities and Skills Influencing Entrepreneurial Resilience in Resource-Constrained Rural Communities

Kristin Burton, Purdue University Northwest

Entrepreneurs play a significant role in increasing the economic impact for the communities they serve. Particularly in smaller rural communities, where they are recognized for stabilizing the community through being a vital source of employment (Fatoki 2018). In times of crisis, entrepreneurs provide additional support by donating vital supplies, such as materials, money, and time to victims (Grube and Storr 2018; Linnenluecke and McKnight 2017) and providing a sense of normalcy for those dealing with the crisis (Spillan and Hough 2003; Caponigro 2000). This study will survey entrepreneurs from communities across the Northwest Indiana region; which has many small communities of varying economic and ethnic diversity. The study will evaluate what skills and personal qualities are effective in rural communities. Using an established measure, the research team will start to unveil if a one size fits all approach to entrepreneurial resiliency skills accounts for the nuances of small resource-constrained communities.

A Review of Veteran Entrepreneurship Literature; Why do we ignore them?

Nicklous Salzman, Old Dominion University

Chris Willis, Old Dominion University

Anil Nair, Old Dominion University

Matthew Farrell, Old Dominion University

To achieve an understanding of the current state of veteran entrepreneurship research, it is best to review the current literature. General entrepreneurship is a well-researched academic field, yet the inclusion of a veteran or military status in that research yields very limited results. Though military veterans comprise a significant portion of all entrepreneurs, this group is underrepresented in the scholarly base of knowledge. The important contribution goes well beyond demonstrating the dearth of research in a group consisting of 12% of the US working population. There are identified many areas of interesting theoretical contributions that can be made to promote self-sufficiency to all vets, especially the ones of special needs that result from their military service.

The relationship between Entrepreneurial Education (EE) and Entrepreneurial Orientation (EO): The moderating effect of self-efficacy and self-awareness perceptions

Mohammed Bakor, Morgan State University

The persistent desire for white-collar work and the high graduate unemployment rate are two significant causes of research into the topic above. The study investigates the effect of entrepreneurial self-efficacy and how it influences the relation between entrepreneurial education and entrepreneurial intent. Based on past research, there appears to be an optimistic association between entrepreneurial self-efficacy and commercial purpose. Many economies are in the process of transitioning from manufacturing to an entrepreneurial civilization. For instance, the Korean economy is a good design of economies evolving toward a commercial society. Since Entrepreneurship is one of the essential factors in any economy's success, the main objective of this paper is to examine the relation of entrepreneurship education with entrepreneurship orientation and, to an extent, self-efficacy and self-awareness, as moderators, impact this relationship.

Idea Incubator: Leadership (Hawthorne)

Emergent Leadership: Examining Resilience

Natalie Sova, Ohio University

Amy Taylor-Bianco, Ohio University

Jasmin Martinez, Vantage Leadership Consulting

Alexis Lowe, Ohio University

Tim Reynolds, Ohio University

The authors examine a potential model to evaluate early-career leadership potential and discuss resiliency training that can provide emergent leaders with the skillset to make them more effective leaders throughout their careers. A potential model developed by Vantage Leadership Consulting and tested by Ohio University members can affect how organizations understand and evaluate early-career leadership potential. The research identifies four key areas to evaluate leadership potential and discusses resilience as a critical component of leadership effectiveness and tests for this component. Since COVID has changed many team dynamics, this paper also suggests how resilience can differ individually and in teams. This research can aid organizations in identifying leaders that emerge at the collegiate level and are predicted to have effective leadership styles at the early career level.

A Model of Shared Leadership in Teams: Key Antecedents, Constraints, and Outcomes

Julia Eisenberg, Pace University

Shared leadership has been relied on to address challenges related to teamwork, as a way to foster greater engagement among team members, and to facilitate increased ownership of the work. Collective responsibility for outcomes and shared decision-making power make shared leadership a good fit for the modern work environment, which is why it is important to examine a model of shared leadership and to learn more about the ways in which it affects key team outcomes such as team performance. It is also important to examine shared leadership antecedents, such as team identification and team psychological safety, as well as factors that may hinder shared leadership, such as team conflict. This study aims to develop a team-level model of shared leadership.

Power correlates of subordinate perceptions of leader behaviors and the influence on subordinate affective outcomes

Benjamin R. Russo, Rhode Island College

Paul H. Jacques, Rhode Island College

John Garger, The Science Survival Academy

This study explored the follower's perception of his/her superior's selection of influence strategies and the impact of that perception on the degree the superior is construed to be transactional or transformational. Furthermore, the model sought to explore direct effects of leader behavior on subjects' affective and continuance commitment to their organization. One hundred twenty-two working adults returned questionnaires and results suggest that when followers perceive their leaders exhibiting positive expressions of power and influence strategies, they tend to see their leaders as transformational. Findings suggest that subordinates who work for transformational leaders have higher levels of a sense of affective commitment to their organization while leaders' transactional behavior has a modest impact on subordinates' continuance commitment. Additional findings and implications are discussed.

Dynamic Capability, Organizational Knowledge, and Control [Strategy] (Rines A)

Performance Competence and the Outcome of Dynamic Capability

Roger Victer, University of Connecticut

A rich body of literature already exists providing support for the relevance of dynamic capability as a relevant concept in strategic management. However, dynamic capability is showing to be much more complex than initially thought. The objective of this paper is to contribute to the development of the dynamic capability field of investigation, but instead of focusing on the mechanism of action, it prioritizes the study of outcomes. The aim is to empirically measure the temporal pattern of firm performance in order to detect the ability of firms to sustain differential rates of return in competitive markets. In order to accomplish this task, the study relies on logical arguments on how markets work and why performance competence varies as the result of the economics of knowledge creation. The

model estimates the rate of distinctiveness in firm performance based on the assumption that competitive markets eliminate firm profitability over time. The impact of dynamic capability on firm performance is generated by the comparison of rates between high and low performing firms. The model does not claim causal relationships, but it is capable of generating robust inferences relevant to theory development.

Strategic Actions and the Destruction of Organizational Knowledge: From the Inside-Out

Dorothy Kirkman, University of Houston - Clear Lake

T. Nichole Phillips, Louisiana State University Shreveport

David Major, University of Miami

Organizations develop and leverage their knowledge resources to create a competitive advantage. The prevailing perspective is that organizations only create knowledge and external conditions lead to the destruction of it. This discussion suggests that organizations may also play a critical part in the destruction of their knowledge resources. Specifically, top executives may initiate strategic actions that destroy organizational knowledge. We propose the organizational knowledge emerges from social processes that occur during the practice of work. An organizations strategic actions may interfere or change the practice of work and destroy organizational knowledge. This paper explores how the destruction of organizational knowledge results from the use of economic incentives, business process reengineering, and voluntary employee turnover.

Fostering Intercultural Understanding and the Digital Platform Business Model [PDW] (Rines B)

Fostering Intercultural Understanding in Business Classes

Julie Stanton, The Pennsylvania State University

Paula Isiordia Lachica, Universidad de Guanajuato

This Professional Development Workshop will prepare attendees to identify meaningful opportunities to connect their current courses in a collaborative manner with a course in another country, using the SUNY COIL method. These connections illustrate to students how business professionals work in conjunction with counterparts in other countries to solve problems, address crises and create new opportunities. Lessons learned from prior course collaborations will be shared, along with examples.

The Revolution of Digital Platform Business Models and Implications for Teaching Strategic Management and Entrepreneurship

Huy Tran, Albright College

This professional development workshop first illustrates the meteoric rise of digital platform business organizations in various industries around the world. The rapid growth in scale and scope of those platforms over the past two decades will be compared and contrasted against traditional "pipeline" businesses in corresponding industries. Next, the workshop focuses on understanding (1) what elements a digital platform ecosystem typically contains, (2) how such an ecosystem differs from a traditional pipeline counterpart, and (3) why digital platforms can pose critical threats when attacking established firms with a traditional business model, which usually requires traditional pipeline firms to innovate their own business models. The last part of the workshop discusses a number of proposed changes in the curricula of and teaching practices in Strategic Management and Entrepreneurship courses at advanced undergraduate or graduate levels. Students need to better understand the formation, operations, and longevity of digital platform business models.

Do you believe in yourself? Deep dives into self-efficacy, self-esteem, and self-determination [OB] (Sarah Orne Jewett)

Effects of Organizational Dehumanization on Creative Performance: The Role of Self Esteem Threat and Locus of Control

Muhammad Abdur Rahman Malik, Africa Business School, University Mohammed VI Polytechnic

Rahman Khan, School of Business and Economics, Westminster International University in Tashkent

Ghulam Murtaza, Kedge Business School

Qurat-ul-ain Talpur, ESSCA School of Management

This study advances the understanding of how organizational dehumanization affects employees' creative performance. Using Conservation of Resources as the overarching theory, we propose that threat to self-esteem mediates the relationship between organizational dehumanization and employees' creative performance, whereas Locus of Control moderates this relationship. Results based on two-wave, two-source data (N = 257) of full-time employees from multiple sectors support these hypotheses. Data show that the negative effects of dehumanization on creative performance are mediated through threat to self-esteem, and these negative effects are significant only for employees with an internal LOC. This study significantly contributes to the literature on dehumanization and creativity and advances our understanding about how dehumanization affects employees. The study also guides managers about how to enhance employees' creative performance and how to inoculate them from the negative effects of dehumanization.

Self-Determination Theory a Predictor for Sharing Knowledge: A critical review

Kevin Ferger

Isabel Rechberg, CUNY- CSI

This study evaluates the impact of extrinsic, intrinsic and amotivation on an employee's knowledge sharing behavior, and tests the relevance and application of Self-Determination Theory in its ability to predict knowledge sharing behavior. In doing so we propose a better understanding on how motivation drives knowledge sharing, and provide organizations with tools to adopt motivation strategies to facilitate knowledge sharing. Contributing to the literature on KM and knowledge sharing, our study is the first of its kind to draw on Deci and Ryan's (1985) Organismic Integration Theory addressing the impact of amotivation on an individual's knowledge sharing behavior.

Embryo Cases I (Winslow Homer)

Creativity at Crestview Country Club: Pivoting during the Pandemic and Learning New Things about Managing in the Hospitality Industry

Valerie Christian, Sacred Heart University

Kirsten Tripodi, Sacred Heart University

This case provides insight regarding how difficult it has been to remain open in a hospitality venue due to the COVID-19 pandemic—not unlike the patterns experienced by other services firms and retailers. Aggravating the pandemic challenges are the unique challenges of hiring seasonal workers in a very tight labor market. Along the way, the general manager and a key departmental manager learn that the traditional recruitment approaches are no longer as effective in attracting a quality workforce and that new approaches must be introduced. But even then, motivating and retaining Generation Z workers is not easy, as they are young and not committed to long-term employment at one employer. Culture clashes arise with other worker sub-groups that must be managed. Along the way, management learns that national culture and generational differences cannot be ignored. They consider ways to bring together and possibly leverage varied perspectives, norms, capabilities, and attitudes of diverse employee sub-cultures for the good of the organization.

LuxMea: The 3D Printed Housing Market. Innovation vs. Resistance

Colette Dumas, Suffolk University

Jean Yang was a wiz at computational design. However, persuading city officials to update their building codes to include 3D printed homes was proving to be a challenge of monumental proportions. 3D printed homes was such a novel idea that home buyers had concerns about them. Those in the construction industry simply thought companies like LuxMea were trying to steal their jobs.

LuxMea was a digital technology company that revolutionized architecture, construction and manufacturing using 3D printing technology. Jean Yang, the company Founder, CEO,

and Creative Director, was trained in mathematics, statistics, and actuarial science at the University of Toronto. LuxMea had offices in Toronto, Canada and Cambridge Massachusetts, USA. Jean and her team had worked on some of the most innovative 3D printing projects with many forward-thinking global brands in industry, government and academia, such as Boston University, Autodesk, Universal Studios, PWC, Crab Studio, Elkus & Manfredi, Mass General Hospital.

Jean had partnered with an MBA class in Boston, Massachusetts for assistance in growing their business and in overcoming obstacles to buy-in for 3D printed housing within communities, the construction industry, and government agencies. Jean wrapped up her presentation to the MBA students and asked "How can we convince communities and home-buyers that 3D printed homes are a viable solution for their housing needs?"

Leadership in crisis

Holly Chiu, Brooklyn College

When Albert Wang was appointed as the CEO, he faced a failing company. He discovered the potential problems of the company and made necessary changes. After 6 months in the position, the company started to make a profit.

Institutional Advantages of Emirates Airline: Fair or Unfair?

Steven Congden, University of Hartford

This case explores sources of competitive advantages of Emirates Airline derived from institutional differences in their home country relative to major US based airlines. Institutional differences is a major topic area in Strategic Management, especially in courses geared specifically to Global Strategic Management. Application of the VRIO framework is also explored.

Embryo Cases II (Winslow Homer)

Dream Big and Make a Big Impact in the World? The Fall of Elizabeth Holmes and Theranos

Jiyun Wu, Rhode Island College

On January 3, 2022, Elizabeth Holmes, the glamorous founder of Theranos - now a dissolved company - was found guilty of four charges against her: three counts of wire fraud and one count of conspiracy to commit wire fraud (Griffin & Woo, 2022). The verdict put a period to a rare white-collar criminal case that had engrossed the Silicon Valley and the rest of the country. The case intends to explore the causes of the fall of the company and various social and governance issues involved in it.

A laughing matter: The serious business of culture at a comedy school

Kimberly Sherman, Westfield State University

Sinead Ruane, Central Connecticut State University

Attached is our completed form for the Embryo Case submission on the organization, Happier Valley Comedy.

Is Sustainable Fashion a Real Movement or Just a Moment?

Pauline Assenza, Western CT State University

On January 10, 2022 a story in the New York Times reported on a growing trend: "One of the biggest fashion trends of late 2021 didn't have to do with color or skirt length or sequins but rather with sustainability. Or, to be specific, the appearance of clothing labels with data that consumers can use to trace the creation of a potential purchase." This movement toward transparency in the supply chain was driven by shoppers who had become increasingly concerned about the origins of the products they bought. They wanted to know whether these items were manufactured with attention to the real and potential environmental and social or human impact. Certain retailers had responded to this by incorporating a label on clothing and accessories, like the one that lists nutrition information on food products. The labels detailed facts such as where the product was made and how much water was used, its carbon footprint and how the workers were paid. Currently this information was only available on luxury items because of the expense in creating the system, so there were questions: Was this movement embraced by all consumers, or by only those more sophisticated shoppers interested in high end goods? And what might be the impact of the sustainability trend on those entrepreneurs looking to create new businesses to meet customer demands for fashionable clothing and accessories? Did it make sense to develop business models that accommodated this movement even among those retailers seeking low cost leadership?

09:00 - 12:00

Exhibitors (Eastland Grand Ballroom - Under Balcony)

Registration, Check-in (Lobby)

10:00 - 11:15

Symposium: A Summer Entrepreneurship & Business Academy (SEBA) and the Experiential Learning of Consulting-Based Projects [MED] (Hawthorne)

Aiding Small Businesses & University Programs in Surviving a Global Pandemic: An MBA Consulting Project During Covid

Elaina J. Gill, Stockton University

Joy A. Jones, Ph.D., Stockton University

Educators are consistently called to demonstrate pedagogical leadership as they design new and innovative strategies for both gaining and retaining student attention. Despite the need to be creative and innovative in course design, Green and Williams (2016) argued that educators should not forget the importance of traditional methods of experiential learning and novel methods of application of core concepts in meeting learning objectives. The purpose of this professional development workshop is to discuss how consulting-based projects, although not a novel approach, continue to serve as a crucial tool for facilitating experiential learning in MBA programs. Ultimately, consulting-based research projects reinforce the importance of evidence-based management and provide a channel for cumulative application of knowledge in solving real world problems. These experiential learning projects furthermore enhance their value to collegiate level education by forcing students to adapt to challenges unbeknownst to their knowledge. For example, a global pandemic. This professional development workshop will provide an example of a consulting-based research project that provides students with an opportunity to work with a client or organization whose mission and values align with the students' career goals, including businesses focusing on social entrepreneurship, sustainability, and the continued importance of service-based industries, hospitality, and tourism. This workshop will include reflections of faculty and students as well as participant discussion regarding best practices in implementing consulting-based research projects.

Management Education Leadership, and Teams [MED] (Longfellow)

Minimizing Both Free-Rider Effects in Team Projects and Procrastination in Semester-long Projects

Jeffrey Mello, Hofstra University

Team projects have become an increasingly utilized strategy in teaching in the business and management disciplines. While team projects have been shown to facilitate higher-level learning and provide a wide range of benefits relative to the development of individual student skills, their use presents challenges to both new and experienced instructors. This article addresses the context of and benefits associated with team projects, discusses some of the challenges instructors need to consider and address in using them, and presents two tools designed to facilitate the most efficacious and beneficial use of teams in the classroom.

Examinations of the Three Conditions for Vertical Leadership Development to Take Place Through the Lens of Personal Development Plan Experiences

Kevin Coopersmith, Stockton University

Vertical leadership development, an emerging body of leadership research based around expanding an individual's capacity to think, make decisions, and understand themselves and the world around them, stands as a unique solution to address the leadership skills gap

at a time of global complexity and change. Petrie's (2015) model of the three conditions for vertical leadership development to take place was analyzed through the lived experiences of eight leaders who had successfully completed personal development plans and shared their experiences through a narrative-based qualitative study. Of the eight participants, three participants filled all three conditions and demonstrated a higher level of vertical leadership development, while three others, who lacked a heat experience, still achieved significant vertical growth. The findings serve to better inform how personal development plans, coupled with Petrie's three conditions vertical leadership development model, can help to support leaders to adapt and thrive in our ever-changing world.

Effectiveness of Flipped Classroom Format in Quantitative and Non-Quantitative Business Courses – A Meta-Analysis

Leanna Lawter, Wheaton College

Petra Garnjost, Hochschule für Technik und Wirtschaft des Saarlandes, University of Applied Sciences

The current meta-analysis investigates two student outcomes of the flipped or inverted classroom format in quantitative and non-quantitative business courses: knowledge acquisition and satisfaction. Data was collected through a search of nine databases to identify empirical studies which compared student outcomes in flipped classrooms to lecture classrooms. A total of 30 studies were identified for inclusion in the study. Results show that flipped format had a positive effect on knowledge acquisition for both quantitative and non-quantitative courses as compared to lecture courses. The impact in non-quantitative courses on knowledge acquisition was larger than the effect in quantitative courses, but was not statistically significant. Student satisfaction in flipped classrooms as compared to lecture classes was higher in quantitative courses, but not statistically significant. The implications for business education is to not use flipped classroom approach as a universal format for instruction but in courses where students benefit from self-directed learning.

Doctoral Consortium I (Pre-registration Required) (Rines A)

Junior Faculty Consortium I (Pre-registration Required) (Rines B)

Communication and Conflict Expression [ELA] (Sarah Orne Jewett)

The Mystery of the Red Envelope

Melanie A. Robinson, HEC Montréal

Jean-François Soublière, HEC Montréal

Marine Agogué, HEC Montréal

Denis A. Grégoire, HEC Montréal

Yves Plourde, HEC Montréal

Most graduate-level students in management programs are required to carry out a substantive research project. Typically, however, few students have a comfortable command of the statistical principles and techniques needed to realize these projects. This can lead to anxiety, fear, and stress – and challenges research methods instructors to devise inspiring ways to augment their students' statistical abilities. Drawing on game-based learning principles, we developed an experiential exercise to help students in a graduate-level introductory research methods course practice these techniques in an engaging way. Designed around a series of four gamified challenges, students perform statistical analyses to solve puzzles and unlock a reward hidden in a mysterious Red Envelope. We tested our exercise in two sections of the course and observed that students were strongly engaged and reported feeling more confident in their ability to perform statistical analyses following the exercise.

Teaching Virtual Communication and Presentation Skills: A Theory-Based Experiential Project

TUVANA RUA, Quinnipiac University

Zeynep Aytug, California State Polytechnic University

Along with the growing prevalence of remote work, virtual work competences became critical for new graduates. Rooted in Jean-luc Doumont's professional communications theory of the Three Laws (2002/2009), we present an experiential class project to develop and improve virtual communications and presentation skills. The project combines the development and practice of sought-after digital hard and soft skills and a 360-feedback loop. Data collected from 108 MBA students and observations of the instructors provide supportive evidence for the effectiveness of the project as a valuable learning tool. We discuss the findings and elaborate on developmental benefits and the versatility of the project in a variety of different business courses and contexts.

Piloting Resilient (Paper) Airplanes of Change: Engineering New Communication Systems in Highly Turbulent Times

Mariana Lebron, Towson University

Change leaders must pilot planes fueled for our long, unpredictable journeys filled with uncertainty, naysayers, saboteurs, and those who fear the change we must face. Flight plans of the past no longer work in our turbulent world. Effectively leading in a world divided by racial protests and an unprecedented worldwide pandemic requires communication competence to create open dialogue and learning. This exercise empowers truthful storytelling in safe spaces for authentic self-disclosure and perspective-taking to build resilience in using those powerful voices to fuel planes that lead to change. Students

developed their own opinions about issues impacting our society, then wrote their answers on paper, reconstructed those answers into paper airplanes, and then over 35 airplanes took flight and crash landed simultaneously. As students recovered other students' airplanes, they learned about different perspectives on issues dividing our world. Students applied organizational change models to develop proactive solutions for the problems they discussed. In this process, students learn about (a) their power in communication and (b) communication tactics involved in sharing, validating, and understanding different perspectives, (c) the STATE model for crucial conversations, and (d) organizational change models to develop solutions. After recovering, reengineering, and safely landing the planes, students learned how silence only creates more fear, division, and mistrust. In the end, the choice was theirs to fly with their new navigation systems.

Cases without a Complete Instructor's Manual I (Winslow Homer)

Your Choice Brands (YCB): Granola and Goodwill

Phil Hart, Westfield State University

Anthony Furnelli, Westfield State University

From 2012 through 2021, the founder of YCB (marketed as Jeff's Granola) was faced with a series business dilemmas. Like most entrepreneurs, Jeff Greim made investment decisions related to facilities and machinery that hinged on continued sales. However, unlike most entrepreneurs Jeff did not rely upon traditional profit models involving investors, but rather upon the goodwill of others. Can the collective goodwill and voluntary contributions of a community help build a competitive brand?

Silver Tongue Stealing in Silver City

Deborah Combs, Missouri Southern State University

Lucas Dille, Missouri Southern State University

Thomas Laws was a CPA, a registered investment advisor, and a real estate broker. Laws made a poor business investment, and instead of taking the financial hit, Laws orchestrated a complex Ponzi scheme using clients from his CPA practice and embezzling money from an employer. Laws scheme continued for five years and continued after his employer confronted him about missing funds. The case examines the conflict of interest guidance issued by the AICPA, and allows students to look at the due diligence and controls needed by employers and prospective investors.

Spotify: The Long Path to Profitability

Michael Gradinetti, Brown University

Gurkiran Kaur, Brown University

Spotify has been a pioneer in the music streaming industry, and more recently the podcasting industry. They have shown consistent vision and have executed exceptionally well, disrupting Apple's iTunes platform and becoming the largest music streaming platform in the world, and the largest podcast streaming platform in the US by listeners.

Despite this, they have struggled to reach profitability since their founding in Sweden in 2006, 16 years ago, and their direct listing IPO in 2017. This case explores their historical path to profitability and explores where the company goes from here to achieve that long elusive goal.

Cases without a Complete Instructor's Manual II (Winslow Homer)

CRED Global Expansion?

Anushka Sankhe, Brown University

Chinmay Shrivastava, Brown University

CRED, an Indian based fin-tech startup, founded by Kunal Shah in 2018, was valued at approximately USD 4.01 billion in 2021 (Fintech Global, 2021). However, it had seen a substantial increase in operating costs and financial losses each financial year since its founding. While Shah had managed to convince investors in CRED's vision and raise significant capital at an increased frequency, his actions and the numbers did not improve the company's bottom line financial performance. His new plan for international expansion raises a concern. Does CRED benefit more from immediate international expansion or should it focus on improving its financial performance?

Too Late to Reinvent?

Nicole Bérubé

This case describes one person's experiences as he navigated several jobs throughout his career. It describes the challenges he faced through his journey.

Cases without a Complete Instructor's Manual III (Winslow Homer)

Eastern Shore of Virginia Broadband Authority (ESVBA): A SUCCESS STORY IN PUBLIC RURAL BROADBAND

Koala Kouliga, School of Public Service, Strome College of Business, Old Dominion University

Anil Nair, Department of Management, Strome College of Business, Old Dominion University

Chris Willis, Department of Management, Strome College of Business, Old Dominion University

Samuel Brown, School of Public Service, Strome College of Business, Old Dominion University

We trace the dilemma faced by the board members of Eastern Shore of Virginia Broadband Authority (ESVBA) — a public broadband authority established in 2008 to build a fiber optic network backbone for broadband service in the Eastern Shore of Virginia region. After successfully building out the broadband backbone under the entrepreneurial leadership of Pat Coady, members had to decide whether to invest in growing ESVBA's network to provide retail broadband services to schools, hospitals, residents and businesses in the region. As private sector broadband providers had not entered the market despite ESVBA's laying the broadband backbone, the board, citizens and local leaders felt that the expansion made not just strategic sense, but was also a moral imperative. However, doing so posed a risk due to several factors —investments to enter the retail market in which ESVBA lacked experience, loss of revenues from internet service providers (ISP) who may be shut out of the market due to EVSBA's entry, and backlash from state leaders and regulators who were opposed to public funded entities encroaching into private markets.

The case describes the market for internet services and notes that due to low returns, broadband providers avoided entering rural and economically distressed regions. In the past, solving such 'wicked' problems (e.g., rural electrification) required government intervention — often in partnerships with private companies. In this case, we note how a public funded entity run by managers with private sector experience, an entrepreneurial 'start-up' mind-set, and driven by values to serve the community, were successful. As most municipal broadband initiatives in the US have failed, it is important to study instances where they have been a success. Our narrative is based on interviews with officials of ESVBA, notes from state government meetings, rivals, and customers.

CSC's Board Chair, after the Board meeting disruption

Roland J. Kushner, Muhlenberg College

Synopsis: The last Board meeting of Central Services Corporation was disrupted when an unhappy Board member yelled at the Board Chair and other members, and then resigned and left the meeting. The member was upset at not being invited to join a committee in their area of professional expertise. The Board Chair had tried and failed to reach the member. The incident was markedly different from the Board culture of congeniality and performance. In the days after the meeting, the Board Chair wondered how to minimize the damage and move forward.

11:15 - 12:30

Idea Incubator: C-Suite (Hawthorne)

How Impactful is External Environmental Shocks Affect C-Suite Diversity Hiring?

Emil Mathew, Pace University

Diversity hiring has increased significantly since the great recession across corporate America. Since 2009, there has been emphasis on diversity hiring throughout c-suite executives. When an external environmental shock occurs, all firms within a specific industry are impacted but one would expect different responses to leadership changes. The common factor for the more recent reactions (2009 to 2021) to external shocks has been aggressive diversity hiring at mid-Level and lower positions but not at the c-suite level. This specific kind of hiring implies either public pressure and is a publicity stunt to portray good image or capturing specific monetary incentives. Therefore, not really leading to true quality hiring. Every diversity hiring is a win for society, even if it is one. Regarding this paper, when we refer to quality hiring is qualified c-suite candidates with ethnic backgrounds (poor backgrounds or countries) and that are being considered for critical opportunities. So, when you see a bank promising to hire 10,000 diversity candidates, it could be anything from teller to security guards and then just satisfy their quotes. Real decision making is made at the c-suite level. These are most vital and prized positions of organization.

Blockchain, AI and the Right to Explanation: A Global Governance Framework

Katayoon Beshkardana, Morgan State University Earl G. Graves School fo Business and Management (Bus. Admin. Dept.)

This submission aims to present research in progress and collect feedback from peers during the East Academy of Management Conference on initiatives for emerging disruptive technologies' governance framework, examining their strengths and pitfalls for business. In other words, what are the governance components of a sustainable blockchain-AI ecosystem? The topic aims to trigger thoughts on eight factors of good governance i.e. participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, and accountability.

Obsolescent or Entrenched? Refining our Understanding of the CEO Tenure-Power Shift Relationship

Chris Willis, Old Dominion University

This paper explores the link between CEO tenure and subsequent power shifts over time Existing research has considered the influence of the association of tenure and power shifts and that literature has yielded conflicting explanations and results. I propose that CEO personality may help to resolve the conflicting findings of earlier research. Specifically, using literature and logic from previous personality research, I argue that the CEO's personality moderates the tenure-power shift relationship. This empirical study utilizes a relatively new and powerful method for characterizing CEO personality through machine learning applied to CEO earnings calls.

Idea Incubator: Employees (Hawthorne)

Investigating Economic Stimulus Programs and Employee Perceptions of Financial Stress

Mark Zajack, Lycoming College

The COVID-19 pandemic precipitated major changes in economic conditions, affecting perceptions of financial stress for millions (Household Pulse Survey, 2021). At the outset of the pandemic in the U.S., the impact on employment was immediate and significant. In April 2020, nearly 23% of the American civilian labor force was unemployed, reduced to part time employment for economic reasons, or only marginally attached to the workforce (BLS, 2021). For individuals in precarious circumstances, programs to subsidize unemployment compensation and distribute economic stimulus payments provided temporary relief, but questions remain. How should this experience inform long-term financial stress interventions? The goal of this paper is to briefly outline a theoretical approach to investigating the impact of economic stimulus programs on financial stress and its associated occupational health outcomes.

Effectively managing Generation Y in a traditional workplace environment

Christina Tauer, MBA Tauer, Southwest Minnesota State University

Kenneth Chukwuba, Southwest Minnesota State University

This aimed a exploring how to effectively managing Generation Y in a traditional work environment. This paper focused on employee retention, values, motives, and learning styles to help better understand Generation Y. The authors collected and evaluated information on recent stereotypes, commitment, culture, and educational impacts. All the conclusive information the authors collected, analyzed, and interpreted will help leaders and managers to have a better understanding as to the multitudes of generational differences. Systematically reviewed scholarly peer reviewed journals articles published from 2001–2021. A research question guided this review: How to Effectively Manage Generation Y in a Traditional Work Environment? Next, the review outlines how leaders and mangers can manage Generation Y. Lastly, the review address how future research can build on the prosed ways and framework to advance the theoretical depth and empirical investigate of Generation Y.

Cognitive Diversity in Workplace: Leveraging the Hidden Potential of Neurodivergent Talents – "Making the Invisible, Visible"

Mirudhuneka Varadarajan Senthiil, PACE University, Lubin School of Business

Katherine Richardson, PACE University, Lubin School of Business

Diversity, Equity, and Inclusion (DE&I) in workplace is evolving as a sustainable source of competitive advantage with an increasing awareness that DE&I coexists; where Diversity is the mix that brings variety of talents into the workforce, Equity is about recognizing and unleashing the fullest potential in every talent and Inclusion is what makes this mix work by binding distinct talents together. Nowadays, organizations are actively enhancing diversity in workplace, aiming for true equity and inclusion with a greater emphasis on 'visible' categories - gender, ethnicity, demography and cultural diversity; but have overlooked and flat-out ignored a significant 'invisible' category - cognitive diversity. As opposed to other diversity areas, cognitive diversity is what is credited towards having a remarkable significance on knowledge-oriented tasks like problem-solving, critical-thinking and decision-making; all of which has a greater impact on team's performance. A growing population of 10.8% of American adults suffering from cognition disabilities have a style of neurocognitive functioning that diverges significantly from the dominant societal standards of 'normal' which includes Dyslexia and Attention Deficit Hyperactivity Disorder (ADHD), oftentimes invisible, and are considered as neurodivergent. However, such neurodivergent individuals who are increasingly facing employment exclusions possess some high functioning skills that has the potential to create unique value through generation of novel outputs, arising from their diverse perspectives, out-of-the box thinking, and different ways of being - adding to cognitive diversity. This research paper focuses on exploring a reimagined talent management strategy by adopting artificial intelligence to create an inclusive workforce with neurodivergent talents for higher team performance, embracing differences and making the invisible, visible. While nurturing a broad spectrum of talents should be the prominent goal for organizations focusing on workplace DE&I initiatives, what has kept them from embracing this neurodivergent talents with non-typical thinking styles and special skills that they desperately needed to foster creativity and innovation. It often boils down to the way organizations manage talent by relying on the common notion of what makes a good employee – solid communication skills, networking ability, emotional intelligence and conforming to standards, without the need for any special workplace accommodations. While inclusion of neurodivergent individuals is given considerable importance in educational settings to support kids and young adults get through their disabilities and shine with their brightest potential, they are not given fair employment opportunities to enter workforce because of the same insecurities they had struggled to coping up all their life. Leveraging the hidden potential of this smartest and most imaginative pool of neurodivergent talents rather than penalizing them for their disabilities can tremendously contribute to cognitive diversity that maximizes team's performance and drives innovation in knowledge-based organizations.

The Potential Impact of Remote Work on Organizations

Rick Moran, University of Wisconsin - Superior

This paper examines potential advantages and disadvantages of remote work to firms interested in exploring the impact expanded remote work stemming from the COVID pandemic. The experiences employers and employees have had during the COVID pandemic are examined. The paper includes discussions on the evolution of both workforces and workplaces. It also examines the potential of competitive advantage for

organizations that choose to expand the use of remote work, along with potential disadvantages of remote work for organizations. Finally, it examines the proportion of jobs that could participate in remote work, and discusses possible paths forward for firms that decide to pursue opportunities available to firms making use of remote work. The research question addressed in this conceptual paper is "What is the potential impact on organizations using remote work, considering both the benefits and challenges available to organizations using remote work?"

Idea Incubator: Experiential Learning (Hawthorne)

Helping Students Understand Positioning and Industry Key Success Factors

Jeffrey Mello, Hofstra University

It can be a distinct challenge attempting to employ experiential learning pedagogies in teaching strategic management to traditional undergraduate students, given their general lack of full-time professional work experience and limited perspective in integrating the different functional areas of business. Hence, it is not surprising that strategic management pedagogy relies heavily on non-experiential, but high-impact, pedagogies such case analyses and simulations. While these pedagogies may assist in the development of integrative, analytical skills, they lack the ability to allow students to frame and integrate their personal experiences and perspectives in providing a heightened understanding of strategic management. The experiential exercise described below provides students with the opportunity to engage in hands-on, real-time learning which utilizes their own experiences and perspectives.

Closing the Soft Skills Gap: A Student's Perspective

Alison Wall, Southern Connecticut State University

Carol Stewart, Southern Connecticut State University

Sheryl Marciniec, Southern Connecticut State University

Soft skill development in college students has become a topic of increasing interest for organizations and researchers alike. College graduates have become increasingly confident in their soft skill levels; however, research has shown a widening gap between their perceptions of their own abilities and the perceptions reported by employers. This paper explores student views of their levels of soft skills and examines methods for measuring, identifying, and communicating those skills. The results indicate support for the widening gap and indicate that student's sources for how they evaluate their soft skills vary by skill type. The paper proposes further exploration to identify methods that students can use to demonstrate the existence of their soft skills.

"Hiring" For Small Business Success at Startup: Simulating the Selection of Staff for Critical Functions

Pauline Assenza, Western CT State University

This exercise is appropriate for any management class where students will be working in groups/teams to accomplish course objectives, and team membership is handled by students. It's most effective if planned activities allow for some kind of experiential competition where success is enhanced to the degree that each team has a good mix of managerial skills. The exercise simulates the selection of staff for critical functions in a startup situation.

Places and Entrepreneurship [Entrepreneurship] (Longfellow)

Boomerang Entrepreneurs and the Declining Home City's Place Image: Away on the Brain Drain Flow and Back on the Homesick Flow

James Wilkerson, The Pennsylvania State University

Marwan Wafa, The Pennsylvania State University

Recent research has addressed the place image that entrepreneurs subjectively perceive in the venturing context of declining cities. Stakeholders in declining cities know that boomerang entrepreneurs (practicing and nascent entrepreneurs who return to their declining home cities after years away) may especially be an answer to the brain drain and suppressed innovation that plague such cities. Even given homesickness, however, this kind of return migration is unlikely unless prospective boomerang entrepreneurs revise their place images of their old hometowns. We develop and support propositions on the conceptual relationships between place image and brain drain, between affect and both place image revision and entrepreneurial intentions, and between place image revision and both return migration intentions and entrepreneurial opportunity recognition. We also discuss implications for place branding that can encourage return migration, for research data collection, and for systematic efforts to influence the prospective boomerang entrepreneur's place image of the declining home city.

Ascend Long Island: A profile on the mindset of diverse business owners in the suburbs

Lutisha Vickerie, Hofstra University, Frank G. Zarb School of Business

Christopher Niedt, Hofstra University

Richard Hayes, Hofstra University, Frank G. Zarb School of Business

This paper starts by highlighting relevant extant literature on diverse suburban entrepreneurs, as well as an overview of the issues that these business owners face in a stratified business environment. We then move to literature on identification of an entrepreneur's business stage, growth goals and mindset. It is our contention that these three aspects of the diverse business owner are shaped by the stratified business

environment. We use a mixed methodology of surveys and semi-structured interviews of 24 participants in the Ascend LI program to better understand how they navigate the suburban business environment while attempting to grow their businesses. Our grounded theory analysis establishes a relationship between business stage identification, achievement of growth goals, and mindset. The paper concludes with implications for how business development programs like Ascend can reverse the negative effect of stratification on diverse entrepreneurs' business stage, growth goals and mindset.

Symposium: How do we develop leaders if remote work is here to stay? [HR] (Rines A)

How do we develop leaders if remote work is here to stay?

Robin Frkal, Nichols College

Michael Lewis, Assumption University

Michael Matraia, Assumption University

Christopher Ryan, AAFCPAs

Working from home became the norm following the COVID-19 pandemic. While there are many advantages to remote work, there are also challenges to employees working outside physical office locations. Remote work impacts team dynamics, communication, collaboration, and knowledge-sharing. These are all essential drivers of leadership development, especially for young professionals. This panel explores how the shift to remote work may impact organizations' leadership pipelines. Panelists will discuss recent research and practical perspectives on how remote work is impacting organizations, emphasizing their experience working in learning and development in the accounting field.

Hospitality and Tourism Responses to a Changing Landscape [HM] (Rines B)

Experiential Learning and Transitioning to Senior Leadership in the Hotel Industry

Mark Sharkey

Aimee Hamilton, University of Denver

The global pandemic has challenged the hospitality industry in many ways. In particular, it has lost a significant amount of its workforce. This crisis makes it vital to provide opportunities for internal promotions, especially from single unit management to senior level positions. The vast majority of multi-unit managers are promoted from a successful single-unit operation. First-time multi-unit managers frequently struggle to make a successful transition. Research confirms that this struggle is partially due to the need for a newly promoted multi-unit manager to develop a new and different set of knowledge, skills, and abilities; however, the specific skills and abilities needed and processes that

might support the development of those skills, are not well understood. This study provides a model for leadership development specifically designed for managers who, without the time needed to complete the cycle of learning, struggle to meet the new position requirements.

Crisis Management and Resiliency in the HET Industry

Noel Criscione-Naylor, Stockton University

The hospitality, tourism and event industry (HTE) has shown time and time again its ability to adapt and regain growth despite significant events or disturbances that have challenged its livelihood. These events have ranged from natural disasters, attacks on human freedoms and life, and the spread of infectious disease, to list a few. Often this remarkable resilience, the ability of the industry to utilize crisis management techniques and strategies to adjust and recover to disturbances, has been a source of hope for the current COVID-19 pandemic. This research paper uses explicit pandemic scholarship to cumulatively define resiliency indicators providing insight into the strengths and limitations of recovery efforts surrounding health disturbances and begins to identify opportunities for progress through the lens of crisis management. This research is of interest to practitioners to understand implications and rationales of past and present operational crisis management strategies and researchers to direct their attention to areas that need further exploration and analysis.

Promoting Racial Inclusivity: A Forward-Looking Agenda for Hospitality Researchers and Practitioners

Sean P. McGinley, Florida State University

Ravi S. Ramani, Morgan State University

The importance of diversity and inclusion (D&I) in the U.S. hospitality industry is increasing every day. Responding to these changes requires that organizations be prepared to not only hire, but also promote, people from diverse racial and ethnic backgrounds into leadership positions. We conducted a twenty-five (i.e., 1995–2020) year scoping review of the D&I literature in hospitality to understand the extent to which issues related to the advancement of People of Color (POC) have been studied. Results showed that while hospitality researchers have examined various facets of D&I, there is a paucity of studies examining the promotions and D&I as related to racial or ethnic diversity. We discuss potential reasons for the lack of inclusivity amongst managerial ranks in hospitality, the implications of the current situation for theory and future research, and offer an actionable solution that can be used in organizations to address this issue.

Using social media VGI to create resilient destinations: Differences between in-state and out-of-state visitor travel patterns in Maine and Alaska

Tracy Michaud, University of Southern Maine

Colleen Metcalf, University of Southern Maine

For hospitality businesses to be effectively managed and resilient during a crisis, it is crucial to know how different groups travel in their destination, and how travel patterns change. Volunteered Geographic Information (VGI) from social media rapidly produces new, rich, and easily accessible data sets. By collecting and analyzing this information, changing patterns can be seen quickly. This research uses VGI from the social media site Flickr to set a 15 year pre-pandemic baseline of tourist behavior in the two northernmost, rural states in the USA, Maine and Alaska. Both are dominated by nature-based, in-state and out-of-state visitors, many that drive to and within the destination. By understanding the differences in consumer behavior of these two groups of travelers before the pandemic, it can inform marketing initiatives and business plans to deal with the changes COVID-19 continues to bring to these destinations and the hospitality industry as a whole.

Ethics & CSR (Sarah Orne Jewett)

Exploring the Unintended Consequences of CSR from a Bindingness and Attribution Perspective

Xiaochuan Song, Nova Southeastern University

Corporate social responsibility (CSR) has been broadly accepted as an effective way to maintain corporations' sustainability and many corporations have implemented CSR policies and initiated CSR practices by mobilizing their employees to engage in CSR activities, with the goals of conforming to social expectations and promoting social well-being. I this paper, I suggest that Socially Responsible Human Resource Management policies (SR-HRM) also helps to motivate employees to engage in CSR activities, and negative psychological state such as psychological entitlement (PE) may ensue after employees' CSR engagement, and the negative consequence might be exacerbated if CSR policies come with a high level of bindingness. Further, employees' reactions to CSR can be influenced by how they attribute the organization's CSR practices. In other words, different types of attributional inferences toward CSR will affect employees' reactions to CSR. Potential contributions and implications are also discussed.

CSR Communication and Corporate Reputation: Rethinking Contours

Shilpa Sawant, SP Jain Institute of Management and Research

Bikramjit Ray Chaudhuri, SP Jain Institute of Management and Research

Snehal Shah, SP Jain Institute of Management and Research

Corporate Social Responsibility (CSR) has played a vital role in dealing with the challenges an economy and society faces especially during turbulent times. The changing nature of CSR communication with its capacity to reach and engage the stakeholders can lead to compelling consequences. Understanding CSR communication involves its creation by

means of dialogues between companies and their major stakeholders who look for corporate reputation as a mark of successful association with the businesses. The strategic role of CSR communication in positive projection of companies is an area that needs to be revisited and the current research is a step in this direction. The paper proposes a conceptual framework of CSR communication and corporate reputation building, that has emerged from the analysis of qualitative data collected across twelve companies representing nine industries in India. The insights from the findings have theoretical contribution and implication for practitioners.

Sage Business Cases: Publish with Humanities and Arts in Business Series (Winslow Homer)

14:00 - 17:00

Exhibitors (Eastland Grand Ballroom - Under Balcony)

Registration, Check-in (Lobby)

14:00 - 15:15

Methods Workshop I: Quantitative Methods (Hawthorne)

Gender and Entrepreneurship [Entrepreneurship] (Longfellow)

Gender, Entrepreneurial Personality, and Breadwinner Status: A Data-driven Literature Review

Fredrick Rice, University of Texas at Arlington

Past literature has examined how increased household income among working women can have an underwhelming impact on changing their attitudes toward traditional "breadwinning" expectations. However, scholars have failed to thoroughly explore the intersection between gender and breadwinner status with business owners. Thus, theory linking breadwinner status and entrepreneurial personality has been underdeveloped in terms of its consideration of gender. To identify the most appropriate ways of addressing potential gaps, this paper applies several bibliometric techniques to both sets of literature. This procedure brings to light the differences and similarities with which the two domains approach gender. Questions for future studies are discussed.

Microfinancing and entrepreneurial processes among females: a role congruity theory perspective

Riaheen Farzana, Converse University

Steven Karau, SIU Carbondale

This research qualitatively investigates the activities that female entrepreneurs perform to become successful in their ventures with the support of microfinancing. Microfinancing has a positive socio-economic impact on women who do not have access to traditional banking. Based on interviews with 34 female entrepreneurs from five regions of Bangladesh, this study sought to identify significant categories of start-up companies related to the development of entrepreneurship among rural women borrowers through microfinancing. Specifically, this study examined obstacles faced by females of Bangladesh and explored how they overcame those barriers and became successful entrepreneurs. A grounded theory approach was used to categorize critical obstructions and facilitating factors, and role congruity theory helped inform the nature of the emerging categories. Nine compelling themes emerged from the analysis, identifying vital factors influencing the nature and outcome of the small business ventures. From a role congruity theory perspective, the nine themes converge to suggests that microfinancing allows women to operate their businesses in a manner that enables them to maintain high congruity or fit with their family roles and other lifestyle requirements, contributing to successful business operations.

Women Entrepreneurship and their Work-Family Interface: A Systematic Literature Review of a Growing Research

Jasmine Banu, Indian Institute of Technology Madras

Dr. Rupashree Baral, Indian Institute of Technology Madras

While there has been an upsurge in the growth of women entrepreneurs worldwide, the literature does not provide any conclusive insight on how women entrepreneurs navigate through their work and non-work roles. This SLR covers a wide range of 57 academic journals from various disciplines to integrate from 1990 till October 2021. A thorough review of the articles is undertaken using the TCCM approach to highlight three significant contributions to the literature. (i) We contribute to the literature by systematically identifying how various work-family interfaces have been conceptualized and operationalized, theoretical perspectives that have been embraced in the women entrepreneurship literature. (ii) It aims to systematically identify significant trends and developments in the interaction between 'women entrepreneurship' literature and 'work-family interface' discipline. (iii) This review aims to identify the research gaps to provide a foundation for exciting new streams of research and improve the knowledge base.

Gendered Wording in Entrepreneurship Texts: Identifying An Institutional Mechanism For Gender Inequality in Male-Dominated Arenas

Golshan Javadian, Morgan State University

Crystal Dobratz, Colorado School of Mines

Alka Gupta, Bernard M. and Ruth R. Bass Center for Leadership Studies

Vishal Gupta, The University of Alabama

While individual-level mechanisms can produce and maintain social inequality and division of labor, theoretically grounded evidence for the existence of such mechanisms remains scarce. The present study proposes gendered wording (reflected in masculine and feminine wording) as a possible – hitherto unappreciated – institutional mechanism underlying existing group-based inequality. Combining archival and experimental approaches, we demonstrate that gendered wording prevalent in entrepreneurship texts can perpetuate gender inequality in traditionally male-dominated fields. Studies 1, 2, and 3 demonstrated the presence of systematic, albeit subtle, wording differences within randomly sampled entrepreneurship texts. Specifically, we found that popular press magazines, academic outlets, and teaching cases used greater masculine verbiage (i.e., male-stereotypical words such as independent and ambitious) than feminine verbiage. Subsequently, we examined the impact of masculine wording in entrepreneurship discourse on business idea evaluation and perception of long-term growth potential. More masculine wording was associated with favorable business idea evaluation and perceptions of long-term growth. Results showed that business idea evaluation and long-term growth potential boost cognitive legitimacy of the venture. The role of gendered wording in reinforcing long-held gender divisions, implications for gender equality, and consequences for gender gap in male-typed domains are discussed.

Leadership Development [HR] (Rines A)

Lead, Join or Just Stay Home? Why Executive Board Membership in Academic Clubs Helps Students Get Interviews

Bernard Dadario, Lapenta School of Business, Iona College

Bret Sanner, Lapenta School of Business, Iona College

Many students join academic clubs as a way to increase their chances of getting an interview. Yet, the effect of academic club membership on being selected for an interview is mixed in the literature. We help to resolve this ambiguity in two studies. The first study develops a grounded theoretical model by interviewing recruiters and managers at large public accounting firms. The interviews and status characteristics theory suggest that executive board membership, but not general membership, increases perceptions of applicants' emotional control and public speaking ability thereby increasing their chances of getting an interview. The second study finds support for our grounded theoretical model in an experiment. The two studies contribute to research on academic clubs by suggesting that the results of academic club membership are mixed, because only executive board members benefit from academic clubs.

A Six Factor Leadership Model on Employee Retention in the Workplace during the COVID-19 Pandemic

C. Christopher Lee, Central Connecticut State University

Dontaye Brooks, Central Connecticut State University

Alexander O'Brien, Central Connecticut State University

Elizabeth Hayden, Central Connecticut State University

Hyoun Sook Lim, Central Connecticut State University

The main objective of this study is to gain insight into which factors of leadership have the most significant positive impact on employee retention in the workplace. The study also aims to determine how generations affect the impact of six leadership factors on employee retention. We collected the survey data via Amazon Mechanical Turk and used multiple regression models to analyze the hypothesized relationship. Results showed that charismatic leadership, Inspirational motivation, and contingent reward had positive relationships with overall employee retention. In addition, the positive impact of contingent rewards on employee retention was stronger for younger generations.

Virtual Mentoring: The New Necessity

Gayle Baugh, University of West Florida

The move to remote work necessitated by the COVID-19 pandemic has presented challenges for mentoring. While mentoring functions may be more necessary in a virtual environment, mentors may find it more difficult to provide those functions. Following a summary of mentoring functions in a face-to-face enviroment, the challenges of providing those same functions in a virtual environment are summarized. The implications of those challenges for research and practice are identified.

Practical Ways to Use Simulations to Teach Management [Exhibitor] (Rines B)

Pandemic, Challenges, and the New Workplace Environment [OB] (Sarah Orne Jewett)

Millennials and the Motivation to lead: Is a Transformational Leader a Catalyst or Barrier?

Tracy Porter, Cleveland State University

Michele Heath, Cleveland State University

Nick Messina, Cleveland State University

Scott Bible, Cleveland State University

Leaders influence individuals to understand and agree upon goals and methods to accomplish shared objectives. However, how leaders motivate others to assume a leadership role is an open question. This process is particularly challenging with a millennial population as previous research has demonstrated. The current conceptual

paper offers propositions, which examine two areas. First, the impact of a spiritual work context on a Millennial's motivation to lead. Second, the proposed moderating impact of a transformational leader on these relationships. These linkages are important to examine, as millennials will be the largest portion of the workforce by 2025. The influence of a transformational leader may not be as powerful as previous research has demonstrated. This difference is based on aspects of millennials, which are different from previous generations. To date no research has examined the impact of a transformational leader on a millennials motivation toward leadership in a spiritual work context.

Not Living the Dream? Psychological Contracts, Pre-Professional Motivations, and Thriving Among Professionals

Aimee Hamilton, University of Denver

Cynthia Fukami, University of Denver

Sung Soo Kim, University of Denver

There are troubling indications that professional work may not be as rewarding as once supposed, leading us to ask the question "What aspects of professional work contribute to (lack of) thriving among professionals?" Our study explores this question by combining grounded theory and fuzzy-set qualitative comparative analysis of interview data from a sample of veterinarians. Our findings indicate that professionals form psychological contracts with multiple partners including employers, clients, and the profession itself, and that the fulfillment/breach of these contracts is important for professional wellbeing. We also found that the conditions for thriving are not merely the opposite of those for lack of thriving and that two equifinal paths can lead to lack of thriving. Our study additionally considers the role of professionals' motives toward their work in terms of pre-profession motivation. Our theory-building adds novel insights to the literatures on professional work and wellbeing and psychological contracts.

Emotional Intelligence and Organizational Citizenship Behaviors during the Pandemic: The Mediating Role of Work–Home Positive Spillover

Yolanda Christophe, Morgan State University

Dr. Christopher Mathis, Morgan State University

Dr. Erica Anthony, Morgan State University

With the recent COVID-19 pandemic, employees worldwide experienced abrupt shifts and have had to cope with their altered environments while maintaining good job performance and even going beyond the call of duty. Even though the literature is inundated with research drawing a link between emotional intelligence and organizational citizenship behaviors (OCB), the mechanisms that link emotional intelligence with OCB are poorly understood. Intending to advance the knowledge of this relationship and research about

employees in a time of crisis, we examine emotional intelligence and OCB-I through work–home positive spillover in a study of 139 professional workers. Results show that emotional intelligence is positively related to work–home positive spillover, and work–home positive spillover is positively related to OCB-I. Additionally, work–home positive spillover mediates the relationship between emotional intelligence and OCB-I. The findings highlight that even in a time of crisis, emotionally intelligent employees who experience mutually enriching work and home domains engage in more OCB-I. Practical and theoretical implications along with future research are discussed.

Best Conference Case Finalists (Winslow Homer)

Do Black Lives Matter at Pinterest, Inc.?

Janet Rovenpor, Manhattan College

Rita Shea-Van Fossen, Nova Southeastern University

Lisa Stickney, The University of Baltimore

With an almost 80% female user base, Pinterest touted itself as a nice company with an inclusive culture that embraced diversity. Female and minority employees, however, told a much different story. In June 2020, in the wake of the Black Lives Matter protests, two former female employees of color violated their non-disclosure agreements and publicly accused Pinterest of racial, gender, and religious discrimination. In August 2020, Pinterest's former COO, Francoise Brougher, filed a lawsuit charging the company with gender discrimination, retaliation, and wrongful termination.

The case opens in April 2020 with Brougher's termination and continues by describing Pinterest and its management team. It details several incidents and complaints by female and minority employees and raises substantial questions about management's responsibilities in creating and maintaining a non-discriminatory, inclusive culture. Students can use the case to explore issues pertaining to discrimination, whistleblowing, and organizational culture.

Power to the people in Newport RI

Patrick McHugh, Brown University School of Engineering

Sidharth Gupta, Brown University School of Engineering

Bennett McCoy, Brown University School of Engineering

This paper is a case study of a homeowners planning and execution of a residential solar energy system for their house located in Newport, Rhode Island. The homeowner had a technical background that helped in their analysis of the decisions to be made for such deployments. This decision case provides a general understanding of residential solar

energy systems and the homeowner's decision-making process. The critical and complex decisions a homeowner must make when evaluating a residential solar system deployment is highlighted. The process also requires a substantial time investment to complete diligence and can be overwhelming to the average homeowner, presenting obstacles to broad residential rooftop solar deployment which students can evaluate.

COUNTRY FRESH BREAD : NAVIGATING A RED OCEAN

Olugbenga Adeyinka, Manhattanville College

Yettie Johnson looked at the financial statements of Country Fresh Bread (CFB) for one more time and concluded that urgent actions needed to be taken to salvage the wholesale flour distribution aspect of her bakery business. While her bread making business seemed to have been experiencing a steady growth over the past two years, the flour distribution aspect of the business was steadily losing revenue. She wondered if closing the flour distribution business once and for all and focusing entirely on the bread and bakery business would be the best decision.

Cases with an Instructor's Manual (Winslow Homer)

Praava Health: Changing Bangladesh's Inaccessible Health System

Katrin Anwar, Wheaton College (MA)

Imran Chowdhury, Wheaton College (MA)

In this case study, the economic impact of unequal access to quality healthcare in Bangladesh will be examined in terms of how Praava seeks to change this situation with their healthcare innovations. In order to do so, the background of Bangladesh's health system will first be examined to highlight the need for their organisation, and then Praava Health as an organisation will be examined.

The crisis experienced by their organisation serves to highlight what they have done for the health system. The opportunity that they are taking in improving the trustworthiness of the healthcare system to the Bangladeshi population is being done through the transformation of the healthcare delivery system. With a greater and more capable healthcare delivery system, there will be a following shift within the general public's perception of the health system of Bangladesh as patient experiences with receiving care will become more positive the more they are able to access quality and reliable care.

The case begins with a personal message from the Founder and CEO of Praava Health, Sylvana Sinha, addressing the recent shutdown of her company in early August of 2021. Beginning with a succinct rundown of the message and mission of her company, Sinha emphasises the world class services and care that Praava provides as it is grounded in dignity, care, and empathy. She then addresses the shutdown that the Directorate General of Health Services (DGHS) had ordered, stating that her company has been proactively

complying with the DGHS in the face of this crisis. Expressing her appreciation towards the patients that had been in open support towards the company over the duration of its shutdown, Sinha ends her message by highlighting the importance of their patients to Praava Health. Stating that, "at Praava, you are more than just a Patient, you are family. Please stay safe and well during these trying times."

In the pursuit of working towards greater access to quality primary care in Bangladesh, the issues that had arisen in this case demonstrates some of the risks that are undertaken by an entrepreneur when transforming an environment and disrupting its previous paradigm in order to create social change. The general consensus on the health system by the population is that of distrust, with patients feeling a lack of dignity and respect when seeking care.

The Ethics of Tipping Employees: Why did Paying it Forward Backfire at Oven & Tap?

Sarah Holtzen, Missouri Southern State University

Megan Douglas, Missouri Southern State University

On December 2nd, 2021, diners at Oven & Tap, a restaurant located in northwest Arkansas, watched as a group of more than 30 diners "paid it forward" by announcing they had each donated at least 0 towards a total of ,400 that would be left as a tip for the table's two servers. As the group departed from their "100 Dollar Dinner Club," one of the servers approached Grant Wise, who had orchestrated the event, to tell him that the tip would have to be split among her coworkers. Only intending to have tipped the servers who helped the group directly, Wise returned inside, requested the money be returned immediately, and gave the server her

,200 directly. The following day, the server was terminated. After telling local news outlets she was fired for telling Wise about Oven & Tap's tip sharing policy, the restaurant's owners, Luke Wetzel and Mollie Mullis, released a statement denying this was the reason for the server's termination. While Wise started a GoFundMe campaign in support of the fired server, Wetzel and Mullis endured a swarm of social media attacks against Oven & Tap.

15:30 - 16:45

Methods Workshop II: Quantitative Methods (Hawthorne)

Risk Management and Organizational Resilience [Strategy] (Longfellow)

How SMEs Create a Market for International Expansion

Alexandra Galli-Debicella, Western Connecticut State University

In today's global economy, small and medium sized enterprises (SMEs) have greater opportunities to expand into foreign markets—an opportunity that did not necessarily exist a few decades ago. Macro-factors of free-trade and lower transaction costs are the necessary conditions for all firms to expand globally, but these are not sufficient for SMEs to expand. Unlike larger firms, no "natural market mechanism" exists for SMEs to find routes into foreign markets. Instead, SMEs utilize network ties to opportunistically expand internationally. Utilizing academic literature around embeddedness theory and network ties, this paper lays out how SMEs today can expand globally.

Visualizing Crisis Management: A Preliminary Assessment of Crisis Experience, Concern, and Training in China

John Parnell, University of North Alabama

William Crandall, UNC-Pembroke

Long Zhang, China University of Geosciences-Beijing

Yuanyuan Lin, UNC-Pembroke

China's increasing international prominence has prompted additional research on how Chinese firms manage organizational crises. We report on a survey of 105 managers and non-managers in China about their experience with and concern about organizational crises. Our analysis and visual depictions underscore three key findings. First, concern about a crisis is strongly associated with experience involving that crisis. Second, views about crisis concern and experience differ between employees in state-owned enterprises (SOEs) and non-SOEs. s Finally, despite these differences, perspectives on crisis training among SOEs and non-SOEs are similar.

Toward Understanding the Role of Trust in Country Risk Analysis for International Business

Namporn Thanetsunthorn, The State University of New York (SUNY) at Farmingdale

Rattaphon Wuthisatian, Southern Oregon University

Social trust is one of the driving forces behind a country's economic growth, and the decision to trust can largely explain the perception of risk and risk-taking behavior. This study aims to investigate the existence of a relationship between social trust and country risk, particularly focusing on financial uncertainty across countries. Using a panel data set consisting of both developing and developed countries over the period 1980-2014, the study conducts a series of empirical tests, and finds that social trust and country financial risk are indeed related: developing countries with a higher level of social trust appear to carry a greater degree of financial uncertainty, as measured by the risk of foreign debt, the risk of currency fluctuation, and the risk of current account deficit, respectively. However, this relationship does not seem to exist among developed countries. The findings offer

managerial implications for international business regarding country risk assessments and foreign market entry strategies.

Empirical and Theoretical Perspectives on Teams, Groups, and Networks [OB] (Rines A)

Managing Cooperation in Groups: A Practical Analysis Using Minimum-Effort Coordination Games

Eric Litton, Coker University

This paper analyzes the current state of knowledge of minimum-effort coordination games to understand what variables improve efficiency in coordinating groups with the end-goal of applying the results of lab-based experimental to real-world scenarios. Minimum-effort coordination games have multiple equilibria points and are usually played in a controlled setting. They are beneficial to examine because the experimental design can manipulate many factors relevant to organizational groups. Twelve articles spanning a ten-year period are analyzed to assess how group size, group composition, information improvement, and incentives affect group cooperation. The results indicate that cooperation decreases precipitously as group size increases while communication and information transfer tend to have positive effects on coordination. The results for group composition and incentives are mixed, but still offer guidance for organizational managers.

Team Trust-Outcomes Relationship: The Mediating Role of Team Learning

Abere Kassa, Millersville University

In this study, I examined effects of intrateam trust on organizational outcomes (at individual, team and organizational levels). I propose a cross-level mediation model in which the effects of intrateam trust are transmitted team learning. Drawing on a data set of teams from a major bank, I found support for the cross-level mediated effects of intrateam trust on outcomes (job satisfaction and job engagement) at both individual and team levels via team learning. However, the results did not support the moderating role of team feedback-seeking behavior in the relationship between intrateam trust and team learning. I use the social exchange theory and the norm of reciprocity as theoretical frameworks to suggest the hypothesized relationships. Theoretical and practical implications are also discussed.

Assimilating One's Advantage: An Integration of Team Learning Behavior and Social Comparison Theory

Chia-Chen Tu, National Chung Hsing University

Man-Ling Chang, National Chung Hsing University

Yu-Ching Chiao, National Chung Hsing University

As researchers have identified that "takers" who tend to pursue their individual interests rather than to maximize the team's collective outcome became a trend and a new management crisis, this study proposes that the evaluation of the work-based referent others may be essential in deepening understanding of this issue. Drawing from social comparison theory, the multilevel dual-moderated mediation mechanism is used to explain the effect of downward comparison on team performance, and the moderating effect of team learning behavior is integrated into the framework to explore whether social comparison mechanism depends on team contextual factor. Data from 185 employees in 53 teams were collected and analyzed using Mplus. The multi-level examination demonstrated that moderated-mediation effect exists that teams with higher team learning behavior increase the team's team goal commitment which improve team performance. However, the team with lower team learning behavior not only breeds entitled individuals but also harms members' commitment to attain the team goal which decrease team performance. The findings contribute to social comparison theory by expending social comparison application in teams and examining the boundary conditions of positive comparison outcomes.

An Introduction to The Case Centre [Exhibitor] (Rines B)

Problem Solving and Negotiations [ELA] (Sarah Orne Jewett)

"Nestle's Sticky Problem: An Exercise in Problem Framing"

Steven Meisel, La Salle University

In 2010 Nestle's was the target of a Greenpeace campaign regarding the company's use of palm oil from deforested areas in Indonesia. The focus of the Greenpeace protest was that harvesting palm oil destroys one of the last natural habitats of Orangutans (an intelligent, highly social primate on the endangered species list). The primary tool for Greenpeace was a graphic but fake YouTube video of an office worker inadvertently biting into an orangutan finger instead of a Kit Kat chocolate bar. Nestle's aggressive tactics to blunt the campaign created poor public relations for the company. This incident creates an opportunity for management students to consider the many ways a problem can be framed and the actions that follow from various types of problem identification. This session will be a hands-on exercise using this case to generate student awareness and conceptual versatility in problem identification and crisis communication.

Conflict Expression Types: Introducing a New Experiential Exercise

Gergana Todorova, California State University, Fullerton

John E. Barbuto, California State University, Fullerton

The concept of conflict expression has garnered increased attention among management scholars. However, to date, there are no experiential exercises to guide faculty towards providing students with experiential or applied learning tools. This paper presents a fun

and engaging experiential activity that encourages students to experience the six conflict expression types during a simulated budget meeting.

Expert Case Writing Panel: Tips on case writing and how to get published! [CASE] (Winslow Homer)

17:00 - 18:15

CASE - Social Hour (Winslow Homer)

Thursday, May 19, 2022

08:30 - 09:45

Idea Incubator: Bus Models & Change (Hawthorne)

Integrated Delivery Networks (IDNs) and Business Model Innovation in the US Health Care Industry

Chandrasekhar Sharma, PACE University - Lubin School of Business - Executive Doctoral Program

Our healthcare system is enduring and living through a catastrophic event. Health care remains expensive and inaccessible to many because of the lack of business model innovation. There is no better time than now to redefine our healthcare model. In this context, Integrated delivery networks (IDNs) can be the catalyst to transforming our healthcare business model. IDNs are becoming increasingly influential in the US Healthcare system. An IDN or health system is an organization that owns and operates a network of one or more healthcare facilities. They offer a differentiated business model for delivering effective healthcare and are further driving outcomes, driven by business model innovation (Goldsmith, 2015). Despite the strategic potential exhibited by IDN's, only 30% of health insurance claims flows through them (Goldsmith, 2015). This necessitates the need to study the linkages in the business model and identify areas for business model innovation

Toward Business Models for Sustainability in the Fashion Industry

Huy Tran, Albright College

MeeAe Oh-Ranck, Albright College

Sustainability has become one of the key trends in the global fashion industry. Drawing primarily on the literature of business model innovation and sustainable fashion, this study examines sustainability-oriented activities that are often conducted in fast-fashion, slow-

fashion, and digital platform business models via three case studies of fashion companies: Zara, Patagonia, and Threadless.com, respectively. Content analyses of the firms' websites and sustainability reports as well as other archival data are conducted. Findings from the case studies reveal that the firms have integrated a wide variety of sustainability initiatives into their existing business models, but the road ahead is still far for them to quantify the sustainability outcomes and successfully achieve their goals. The present study aims to shed more light on the relationship between a firm's business model and its sustainability activities and outcomes.

Change Agents in Institutional Environments: Benefits of Developing an Entrepreneurial Mindset

Pauline Assenza, WCSU

The 2022 EAoM Conference theme focuses on the need for organizations to respond in new and different ways during a period of dynamic change. With a challenge made more urgent given current external conditions, organizations in highly institutionalized fields such as healthcare and higher education must deal with discontinuous change. Often the preferred strategy for handling these exogeneous shocks is to practice mimetic isomorphism, e.g. "what do other universities do?" But current challenges may be significantly different, requiring responses that cannot be reliably based on existing routines or capabilities. What if change agents could explore institutional logics through the lens of an entrepreneurial mindset? What if they could activate concepts of choice, opportunity, knowledge into action, persistence and networked community to propose and facilitate innovative strategies? To what degree might adopting an entrepreneurial mindset help an institutional change agent propose and facilitate innovative strategies for dealing with dynamic change?

Idea Incubator: Ethics & CSR (Hawthorne)

Sustainability decision path dependency

Patrick McHugh, Brown University School of Engineering

Managers utilize framing constructs when making complex decisions. Framing and, ultimately action, however is built upon a foundation of a decision maker's past experiences, creating path dependencies for outcomes. In this empirical study we analyze several potential impactful path dependencies utilizing a situational judgment test methodology in a sustainability decision context. Findings suggest path dependencies of outcomes are significantly correlated with specific decision maker demographics. Broader implications for sustainability education and future research efforts are noted.

Accountable for what? Exploring alternate types of accountability for improved organizational decision-making

Lisa Lewin, SUNY Old Westbury

In organizations, individual managers and other employees are often held to account for the financial outcomes they produce or participate in. However, research shows that accountability for outcomes may not be the most effective (e.g., Lerner & Tetlock, 1999). And other research suggests that when individuals are held to account for goals that are too challenging, they are more likely to make poorer decisions (e.g., Schweitzer, Ordóñez, & Douma, 2004). In this paper I explore research on accountability and consider how organizations can use process accountability, and accountability for non-financial outcomes to improve employee decision making.

Idea Incubator: Trust & Materiality (Hawthorne)

Trust Equity: Trustworthiness as Managerial and Organizational Asset

Senthil Kumar Muthusamy, Slippery Rock University

Ramadevi Kannan, Owens College

While 'self-interest' is upheld as an unassailable economic force, the significance of moral intentions in economic transactions – when there is no assurance of 'trustworthiness among economic actors - has not been given enough attention in the extant literature. First, we trace a few accounts of the market and organizational failures caused by sheer opportunism and highlight the socio-economic forces that engender market failures and dysfunctional organizations. Second, we elaborate how 'trustworthiness' can act as an effective fulcrum between the 'self-interest' and the 'other-interest' by mitigating the frictional socio-economic forces such as information asymmetry and social biases and resolving the dialectical tensions that naturally occur in other realms of the society such as "autonomy vs. control", "private goods vs. public goods", and "capital vs. labor". Third, we present "trustworthiness" as "trust equity", and explain how 'trust equity' can be built and deployed as an effective managerial and organizational asset.

An Integrative Model of Transformational Leadership, Relational Trust, and Turnover

Filiz Tabak, Towson University

This paper explores the dynamics between followers' perceptions of transformational leadership, leader trustworthy behaviors, and follower turnover intentions. A conceptual model is developed based on an extant review of literature. The model forwards propositions for multiple mediating and moderating mechanisms that connect follower perceptions of leadership with follower intent to quit. One of the propositions extends the dialogue on the moderating impact of core self-evaluations as an aggregate dispositional trait of followers. Organizational identification and work engagement of followers are the mediators that connect perceived leadership behaviors to employee intent to quit. Implications of the propositions for research and practice are discussed.

Ideas and Innovation [Entrepreneurship] (Longfellow)

It depends on how you frame it: The effect of threat versus opportunity framing on the novelty and usefulness of ideas

Heidi Bertels, CUNY College of Staten Island

Creativity is the creation of novel and useful ideas. Previous research has explored the effect of opportunity and threat framing on novelty, but has largely neglected to consider usefulness, creativity's other component. Our main goal in this study was to tease apart the effects of threat and opportunity framing on novelty and usefulness. Drawing on the literature on threat and opportunity framing in managerial decision making, we hypothesized that threat framing leads to less novel, but more useful solutions compared to opportunity framing. Our study reveals that in our sample, threat framing, compared to opportunity framing, did not affect novelty and marginally and negatively affected usefulness. Therefore, to encourage the generation of novel and useful ideas, managers should avoid framing issues as threats.

One size does not fit all: How to choose the right slack time program depending on innovativeness and complexity

Heidi Bertels, CUNY College of Staten Island

Companies like Google and 3M provide their employees with slack time, time during which employees choose what projects to work on and how to complete such projects. Despite anecdotal evidence of successful companies using slack time to stimulate creativity and innovation, the relationship between slack time and innovation is not straightforward. On the one hand, slack time has been linked to breakthrough innovation as it allows individuals to allocate time to riskier projects that are not focused on short-term objectives. On the other hand, slack time has been associated with a reduction in discipline and selectiveness, resulting in resource misallocation. This study aims to better understand how companies can effectively organize slack time. We categorize slack time models into three archetypes. We review the literature on time and creativity and develop a framework for which slack time model works best depending on the innovativeness and complexity of the slack time projects an organization seeks. We also provide recommendations for the implementation of each slack time archetype.

Shush! Opening Innovation without Revealing it: How Linguistic Openness Moderates the Relationship between Alliances and R&D Outcomes

Jingning Ao, University of Pittsburgh

I investigate when open innovation through strategic alliances will benefit the three stages of R&D outcomes (i.e., discovery, experimentation, and commercialisation) and how linguistic openness—a new construct proposed in this paper—moderates this relationship. Applying a fixed effects negative binomial model together with topic modelling techniques based on data from the world's 24 largest pharmaceutical firms during 2000-2018, I found that an increased number of alliances leads to better outcomes in both experimentation

and commercialization stages of R&D. This finding confirms the positive impact that open innovation has on R&D outcomes and advances this understanding by answering the 'when' inquiry. Moreover, linguistic openness as a moderator can, in some cases, negatively influence the otherwise positive relationships between alliances and R&D outcomes. This paper contributes to the intersection of open innovation and strategic communication, suggesting that revealing too much open innovation to broad stakeholders may not be a good strategy.

EAM Board Meeting (Marsden Hartley)

Doctoral Consortium II (Pre-registration Required) (Rines A)

Gradings & Assessments | Are we preparing undergrads for success in management? [Exhibitor] (Rines B)

Junior Faculty Consortium II (Pre-registration Required) (Sarah Orne Jewett)

Resources for Writing Your Teaching Case with Emerald Publishing [CASE] (Winslow Homer)

09:00 - 12:00

Exhibitors (Eastland Grand Ballroom - Under Balcony)

Registration, Check-in (Lobby)

09:45 - 12:30

How to turn an idea into a concise case and teaching notel AND get it published? [CASE] (Winslow Homer)

10:00 - 11:15

Idea Incubator: Org Performance (Hawthorne)

CEO Level of Educational Background Influencing an Organization's Financial Performance

Emil Mathew, Pace University

There is a growing trend of CEOs not holding university degrees. Industries such as Financial Services, and more commonly, Technology, are shifting from seeking candidates with college degrees candidates to non-degreed individuals. These next generation c-suite executives typically tend to have high IQs and are critical thinkers and quick learners. As Datta (2003) stated, the choice of CEO is a key organizational decision with important ramifications for organizational strategies and performance. In this paper, I examine how

the level of CEO educational background can influence an organization's financial performance over time.

Is the Cube One Framework Sufficiently Resilient to Explain and Predict Organizational Performance during a COVID Environment? Examination of Data Collected over 18 Months.

Richard Kopelman, Baruch College

Jeffrey Augugliaro, Baruch College

Data are examined for three semesters during the midst of COVID: fall 2020, spring 2021, and fall 2021. Contrary to hypotheses, predictive validity during COVID was as strong as results obtained pre COVI from three surveys (using identical instrumentation) conducted in three countries. It had been anticipated that the sets of practices that comprise the Cube One Framework would experience declining frequency, as organizations cut back on efforts to raise motivation or ability (enterprise-directed practices); price and quality concerns for products/services (customer-directed practices); or practices designed to increase employee loyalty and satisfaction (employee-directed practices. Overall, there were no declines in the three sets of practices, and moderator analyses examining the posited effects of declines in employment across ten industries showed only one (almost) significant effect in twelve analyses. We conclude that, surprisingly, the Cube One Framework remains a robust predictor of organizational performance both before and during the COVID environment.

Survival of the Weakest? A Transaction Cost and Portfolio Theoretical Explanation for the McCann-Folta Paradox

Matthew Farrell, Old Dominion University

Chris Willis, Old Dominion University

In this study, we examine potential causes for the greater performance outcomes of firms in agglomerations and, simultaneously, greater survival rates outside of them. Implications for theory and practice are discussed.

Idea Incubator: Teams in Context (Hawthorne)

Virtual Teams in the Military: Facilitating Team Dynamics and Job Satisfaction

John Adekunbi, Pace University

Julia Eisenberg, Pace University

Virtual Teams in the Military: Facilitating Team Dynamics and Job Satisfaction

IDEA INCUBATOR - EXTENDED ABSTRACT

Reacting to the growing decentralization of work processes, coupled with the need to provide flexibility to their workforce, many organizations have responded to the dynamic environment by embracing virtual teams, which collaborate across geographical, temporal, cultural, and organizational boundaries to accomplish organizational objectives (Morrison-Smith & Ruiz, 2020). Virtual teams provide flexibility to organizations and bring together geographically distributed individuals with specific needed skills to address a variety of organizational problems (Alsharo, Gregg, & Ramirez, 2017; Hoch & Dulebohn, 2017; Liao, 2017; Malhotra et al., 2007). Additionally, remote employment opportunities have been shown to enhance workers' retention, minimize overhead cost, create incentives for job candidates, and provide access to individuals living in different geographical locations (Hertel et al., 2005). Virtual teamwork provides a range of opportunities, but it is also associated with a number of challenges for firms exploring employment alternatives to maintain a competitive edge in the modern marketplace (Garro-Abarca et al., 2021). Some suggest that despite the increasing prevalence of virtual teams and people's comfort with remote work, such teams continue to be more difficult to manage than face-to-face teams (Liao, 2017). Some of the challenges associated with managing virtual teams include dependence on adequate technological capability, new types of work arrangements, a variety of potentially conflicting decision-making styles, increased difficulty in building connections with fellow team members, and conflict management, among others (Alsharo et al., 2017; Hoch & Dulebohn, 2017; Sobrero, 2008). Virtual teams in the military are frequently characterized by similar challenges as in other industries. These include maintaining relationship bonds and facilitating effective collaboration among team members, sustaining trust, monitoring work, and engaging in effective communication. The activities associated with a defense-focused military organization require a security clearance, computer expertise, project management skills, among other skills. These are just some of the requirements for mission completion associated with the military context. Another consideration is the existence of an extensive hierarchical process, unlike many other virtual team contexts examined in earlier research. However, the security-related risks associated with virtual employment are also a major concern in the military. Further, unlike virtual teams in other industries with more flexibility in the management style, the rigid and hierarchical organizational structure usually associated with the military exacerbates virtual team challenges. This study explores virtual teamwork in the context of the United States military. Specifically, we examine how despite the goal of the DOD (Department of Defense) to maintain technical sanctity in their organizational units, remote employment experience via virtual teamwork is helpful to facilitate greater effectiveness as well as increase team member satisfaction. Bartone and Sciaretta (2015) suggest that in the current climate, the United States military will rely deeply on dispersed command. Therefore, it is imperative that military leaders are aware of virtual team challenges in the execution of their strategic mission. In military activities, temporary teams frequently constitute multi-agency teams that include members from DOD, the Department of State (DOS), and other federal agencies. Despite resources dedicated to these virtual teams, they frequently experience issues. Studies show that virtual teams perform less efficiently compared to teams that are co-located, particularly on tasks that involve modernization (Huang, 2012), which is often the norm for the military. One of the

reasons for diminished efficiency is exacerbated communication among team members, which is frequently problematic in virtual teams. Further, virtual team members often lack clarity and have trouble fully understanding set goals and objectives, resulting in additional issues. Goodwin, Blacksmith, and Coats (2018) described Army's research work on communication activities in different spectrums (i.e., electronic messaging and face-to-face), demonstrating the significance of how firms' team members' collaboration influences the likelihood of achieving team objectives. Horwitz, Bravington, and Silvis (2006) recognized poor leader communications and lack of trust as additional issues that negatively influence performance in virtual teams. Given the hierarchical communication in the military, clarity is very important to mission-critical operations, which may be more difficult to achieve across distance. Effective leadership may facilitate inter-team collaboration and team performance (Friedrich et al., 2011; Shuffler et al., 2012). However, the hierarchical leadership associated with the military; may also be more problematic in the context of virtual teams due to its rigid nature, in contrast to the flexibility that is frequently needed for virtual teams to operate effectively. Studies of the military emphasized the importance of understanding team leadership. Other factors also make effective leadership more important but also more difficult. Hinds and Bailey (2003) assert that virtual teams experience relational struggles, which may make it more difficult for leaders to relate to their followers and establish the necessary bonds to be effective over distance. Hinds and McGrath (2006) suggest that teams with an informal but hierarchical firm structure performed better than teams with flatter structures. While the military has a very hierarchical structure, it is also quite formal, exacerbating virtual teamwork dynamics. Building relationships virtually creates challenges. This can be particularly difficult in the context of the military where the hierarchical structure is the norm and leaders are perceived as less approachable and responsive to team member concerns. This empirical research study aims to contribute to the virtual teams' literature by examining leadership and team dynamics in the hierarchical context of the military. Data collection will commence in the early spring of 2022. Since one of the co-authors is a member of the military, he has already secured access to conduct both qualitative and quantitative studies in the United States Army. The qualitative study will include interviews of top military leadership, to determine how virtual teams operate and the dynamics influencing their teams' effectiveness. The results of the qualitative study will be used to create a follow-up quantitative study to examine these virtual team dynamics across a much larger population of team members in the military. The authors appreciate the opportunity to discuss their study and preliminary findings with EAM's Idea Incubator participants. KEYWORDS: virtual teamwork, job satisfaction, leadership

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Teamwork and organizational culture in accounting firms

Douglas Sanford, Towson University

Joseph Zuccaro, Towson University

In this study we investigate the relationship between the individual soft skill of teamwork and organizational culture in accounting. Our research challenges the common idea that work units in accounting will value technical skills, efficient operations, rule-based procedures, and therefore take a hierarchical culture. We propose that in fact teamwork skills are more important than expected, and that individuals' teamwork skills are more important as the hierarchical culture becomes stronger. We also propose that teamwork skills be perceived as less important as adhocracy culture becomes stronger. In our

proposed research, we offer a rationale for our ideas and a methodology for testing them empirically.

True Collaboration or Divide and Conquer? Student Approaches to Team Assignments

Mark Promislo

I write about the issue of a "divide and conquer" approach that students sometimes take to team assignments. Although group work can be valuable to students' learning and application of concepts, a lack of true collaboration limits the effectiveness of these assignments. I propose a research idea of using focus groups to better understand students' perspectives and approaches to team assignments.

Symposium: Let's play: An interactive symposium exploring the use of gaming in management education [MED] (Longfellow)

Let's play: An interactive symposium exploring the use of gaming in management education

Ian Mercer, Auburn University

David Tomczyk, Quinnipiac University

John Harris, Georgia Southern University

R. Gabrielle Swab, Towson University

Paul Johnson, University of Mississippi

This panel symposium explores the use of gaming in management education, specifically focusing on how gaming can be used to increase student engagement in both a physical and virtual environment. Bringing together management researchers with experience of the gaming industry, and industry professionals who are active in supporting gaming in learning and education, we generate an interactive discussion of the implications of using games, highlighting how we have used a variety of games in several different management courses including Leadership, Organizational Behavior, Human Resource Management, Entrepreneurship and Strategic Management as experiential learning activities. Through active participation, and guided by the facilitators, attendees will use commercially available games, such as Dungeons and Dragons, and well-known cultural references such as Harry Potter, to illustrate management course material, including diversity and individual differences. This symposium session will involve hands on experience for attendees to use different games highlighting how such use can creatively enforce terms and concepts in management education.

Posters I: Research Gallery (Pre-function space)

Does Collective Complementary Fit Constrain Workplace Deviance?

Jee Young Seong, Jeonbuk National University

Yong-Geun Kim, Management Research Center, POSCO Research Institute

Doo-Seung Hong, Seoul National University

Our concern in this study is whether collective person-group (PG) fit can constrain deviant behaviors likely to occur in the workplace. We observed a two-way interaction between the mean and the dispersion (diversity) of collective complementary fit in predicting interpersonal deviance in the workplace. Data were collected from 840 employees in 131 teams (branches) of a Korean regional bank. The results showed that the two-way interaction between the collective fit mean and its dispersion was negatively associated with interpersonal deviance. The relationship between perceptions of collective complementary fit and interpersonal deviance was found stronger when dispersion is high than low. Implications and future research directions are discussed.

Interactive Effects of Person-Group Fit and Team Member Exchange in Predicting Continuous Improvement

Jee Young Seong, Jeonbuk National University

Sang Hun Sung, Kyonggi University

Yong-Geun Kim, Management Research Center, POSCO Research Institute

Doo-Seung Hong, Seoul National University

This study proposes a research model that describes how person-group (PG) fit affects continuous improvement (CI). Using the dyadic survey data from a public sector firm in Korea (N= 113), the study found that the relationships between PG fit and CI are moderated by team boundary conditions such as team-member exchange (TMX). The results revealed that a high level of TMX suppresses the negative effect of value fit on CI, whereas it strengthens the positive impact of ability fit on CI. Implications for theory, research, and practice are discussed.

Shifting to remote leadership: the impact of changes in hierarchical and lateral leadership on coping with challenges

Nicoline Scheidegger, ZHAW

Due to the Covid 19 pandemic, most employees in Switzerland were sent to the home office in March 2020. This radically changed the conditions and opportunities for leadership and collaboration in many organizations overnight. New channels of communication had to be established, leadership and collaboration had to be managed remotely, and self-

management had to be rebalanced. This situation provides an opportunity to examine the impact of a change in leadership on addressing the challenges associated with new forms of collaboration. This study examines how leadership intensity and sources of leadership changed during a sudden shift to telecommuting. More specifically, it focuses on the changes in leadership with respect to hierarchical and lateral forms of leadership in terms of their effectiveness in coping with the challenges of remote collaboration.

Studying the Intersectionality of Immigrant of African Descent in Leadership Roles at PWIs

Esther Lawrence, Stockton University

Immigrants of African descent (IAD) experience marginalization through their race, gender, and ethnicity all while negotiating leadership responsibilities at predominantly White institutions (PWI) of higher education. The experiences of African immigrants and Afro-Caribbean immigrants in the role of administrator at PWI of higher education are rarely considered or included in research studies. The intersection of multiple identities including race, ethnicity, gender, and class appear to contribute to the marginalization of IAD at PWI of higher education as they are not afforded the appropriate support from institutions of employment. Through a qualitative narrative inquiry, this study examines the experiences of microaggressions, stereotypes, isolation, stress, anxiety, discrimination, mental health, physical health, affinity groups and coping strategies of IAD administrators at PWI.

Meet the Editors (Rines A)

Fellows Symposium: Resilience: From Personal Experience to a Reimagined Global Perspective [MED] (Rines B)

Resilience: From Personal Experience to a Reimagined Global Perspective

Bonita Betters-Reed, Simmons University (emerita)

David Fearon, Central Connecticut State University (emeritus)

Laurel Goulet, Massachusetts Maritime Academy

Steven Meisel, La Salle University

Dilip Mirchandani, Rowan University

Resilience is the ability to recover from setbacks, adapt well to change, and keep going in the face of adversity. It is sometimes called durability, adaptability, or grit. These terms represent both a personality characteristic and a critical skill in an uncertain environment. Numerous forums underscore the importance of building resilient capabilities to address global challenges. Understanding personal and organizational resilience takes experience paired with reflection. This symposium will use a workshop approach to create deeper

understanding of the key elements of resilience: persistence, adaptation, and transformation.

Career & Culture Management [HR] (Sarah Orne Jewett)

Career Empowerment – Don't Stop Believing

Daphna Shwartz-Asher, Tel-Hai College

Mirit K. Grabarski Grabarski, Western University

Aharon Tziner, Peres Academic Center ;Netanya Academic College;Tel-Hai College

Or Shkoler, HEC,Montreal

Hadara Bar-Mor, Netanya Academic College

The shift from organizational to individual career management requires understanding the driving forces of career changes, especially during survival of the COVID-19 career shock. Drawing on previous studies, we propose that hope, optimism, self-efficacy and social support are expected to be associated with career empowerment, and that career empowerment can predict career behavioral outcomes (OCB, performance appraisal) and attitudinal outcomes (job engagement, life satisfaction). We conducted a quantitative study in which 251 full- and part-time employees completed paper-and-pencil surveys measuring internal and external resources and career empowerment. Our results indicate that the research variables are significantly and positively correlated with one another. Mediation analyses with competing models indicate that career empowerment is a partial mediator between personal resources and various outcomes. Theoretical and practical implications are discussed.

Abusive Workplace Behavior: Behavioral and Legal Insights

Aharon Tziner, Netanya Academic College and Peres Academic Center

Hadara Bar-Mor, Netanya Academic College

Or Shkoler, HEC,Montreal

Lilach Geva, Netanya Academic College;

Haim Levy, Netanya Academic college

This paper focuses on designing an abuse-exposure mechanism that provides important information to deal with trust gaps between employers and employees using Tepper's (2000) questionnaire. The answers to the questionnaire provide insights that shed light on the definition of abusive behavior at work and expand it beyond those in the legislation and

legal literature. The proposed mechanism encompasses two tracks: one – to deal with preventing abusive workplace behavior by appointing someone in charge of eradicating it in the organization, to whom employees can complain, similar to sexual harassment complaints; two – to help courts identify abuse when an employee files a lawsuit against harassment.

11:15 - 12:30

Symposium: Using intuition, systems thinking and emotional intelligence in business during uncertain times [PDW] (Longfellow)

Using intuition, systems thinking and emotional intelligence in business during uncertain times

Noel Criscione-Naylor, Stockton University

Esther Lawrence, Stockton University

During the COVID-19 pandemic, many have had to use their intuition, embraced systems thinking (ST), and tapped into their emotional intelligence (EI) both in the office and in the classroom (virtually and face to face) to navigate the plethora of difficult decisions and situations. A panel of discussants will offer various perspectives on the emergent role and value of using systems thinking and emotional intelligence during times of uncertainty from the perspective of women, administration, and faculty to the organization. Panelists will offer scholarly perspectives of ST and EI, share personal experiences in navigating pre and post COVID-19 challenges through the lenses of ST and EI, and offer strategies to enhance attendee's ability to perceive, control, and evaluate emotions in building their cooperative enterprise. Additionally, panelists will highlight the intersectionality between ST, EI and authentic and change leadership.

EAM International: Palate Expectations: EAM-I XIX and Lyon, France (A 2022 Conference Preview) (Marsden Hartley)

Posters II: Research Gallery (Pre-function space)

Entrepreneurial Well-Being: Exploring the Effects of Perfectionism and Passion

Fredrick Rice, University of Texas at Arlington

Research exploring the personality factors that influence entrepreneurial well-being is scant. Perfectionism has been identified as an influential factor within the workplace, being associated with numerous health and work-related outcomes for employees across different industries and sectors. Given the unique personal and professional demands of self-employment, the current study seeks to investigate the implications of perfectionism in entrepreneurs. Furthermore, as passion is considered an increasingly important aspect of the entrepreneurial personality. The current paper lays the conceptual justification for

exploring the relationships between perfectionism and passion, as it relates to perceived entrepreneurial success and well-being. Implications for future studies are discussed.

Social and Performance Risk: The Development and Validation of a Scale Measuring the Influence of Social Cognitions of Stereotypic Expectations

ALICE WIELAND, Southern Connecticut State University

People make decisions about what opportunities to pursue and which to forgo throughout their careers based on social cognitions which influence their anticipated likelihood of success. This research creates and validates a scale that measures anticipated (backlash) support based on (non)conformance to stereotypic expectations, the Social and Performance Risk Scale, in addition to other sub-scales measuring four other occupational considerations.

Language lens of strategy: Whorfian hypothesis, plurality of language, and time

Jingning Ao, University of Pittsburgh

Scholarly interest in language has been rapidly growing in management research. However, management scholars are not trained linguists, making unexamined assumptions or choices about theories of language could potentially deteriorate the research rigor. The Whorfian hypothesis (e.g., different structures of languages in describing time determine their speakers' worldviews) is such an example of a linguistic trap—an outdated and largely abandoned linguistic theory still appears repeatedly in research including economics, finance, and strategy. To bring awareness of the language lens to research, we begin by explaining the Whorfian hypothesis and its pitfalls. Motivated by this linguistic trap, we then take a step further to examine how strategy scholars, for example, treat language in research. Doing so enables us to identify and discuss the plurality of language in strategy research: language as a window (objectively represents reality) versus language as a social phenomenon in its own right (constructively enacts reality). We argue that the objective view considers language with static temporality, while the constitutive view sees language as dynamic in time. We conclude by discussing the relationship between language and time in strategy research.

Symposium: Career Transitions: Preparing for the roles of Chairperson, Director, Associate Dean or Dean [PDW] (Rines A)

Career Transitions: Preparing for the roles of Chairperson, Director, Associate Dean or Dean

Laurie Levesque, Suffolk University

Filiz Tabak, Towson University

Nicole Berube, Royal Military College of Canada

Kris Backhaus, SUNY New Paltz

Many professors consider administrative roles to be a career move, others consider them to be a career hindrance. This 90-minute PDW will involve participants in career planning discussions after hearing insights from panelists who are in the roles of chairperson, program director, dean, and associate dean. Their discussion will cover (1) management training new administrators should get prior to, or early into, their new roles, and (2) habits to drop and habits to adopt when transitioning into academic administrative roles. The goal is for audience members to link this advice to their own situations as they consider taking on similar roles. The roundtable portion of the workshop will help participants to consider the training they might need, which habits they need to develop and which they have that are likely to inhibit their effectiveness, and their professional networks on- and off-campus that can support their learning.

Symposium: The Business Humanities: Bridging an Artificial Divide [MED] (Rines B)

The Business Humanities: Bridging an artificial divide

Elizabeth McCrea, seton hall university

Abe J. Zakhem, seton hall university

Eric Litton, Coker University, School of Business

Jonathan Farina, seton hall university

Most of us intuitively understand that "business is a humanity" (Donaldson & Freeman, 1994). Yet, in our siloed academic world, "Business" and "Humanities" are usually considered separate, distinct, and sometimes even paradoxical fields. There have been calls to end this dissociation, since it is both is artificial and detrimental (see Chew & McInnis-Bowers, 2013). Integrating Business and Humanities helps students of all backgrounds envision, critically evaluate, design, and implement effective solutions to complex moral problems in business and society (Beabout, 2013; Litton & Wacker, 2020). As faculty we can play a role in the transition to a more integrated approach. This panel symposium will define Business Humanities, elucidate barriers slowing integration of the fields, explore techniques for integrating the two realms into the curriculum and discuss how the business humanities can provide tools for the reinvention of both ourselves and our organizations, and can help us be more resilient.

Human Resource Management Foundations [ELA] (Sarah Orne Jewett)

Sorting Hats and the Management Classroom: How Diversity in Individuals and Teams Is Examined Using the Harry Potter Hogwarts Houses

R. Gabrielle Swab, Towson University

Ian S. Mercer, Auburn University

John N. Harris, Georgia Southern University

Research and discussions regarding the individual differences of those in the workplace and the classroom has a long-standing history. To continue providing creative ways to discuss the topic, we have designed a unique exercise using the Hogwarts Houses of Gryffindor, Hufflepuff, Ravenclaw, and Slytherin from the popular fantasy series Harry Potter. In bringing the ideals of the series in our management classes, we do so with two main goals: First, to help students better understand individual differences and values, and how those differences influence behaviors; Second, to investigate this dynamic in both homogeneous and diverse teams - including decision-making skills and leadership emergence. This article outlines the exercise and provides examples of how instructors can use this in management classes together with sample debriefing questions.

Executing Successful Performance Appraisal Meetings: An Experiential Exercise

Robert Albright, University of New Haven

Laurel Hennebury, ISO New England

Meredith Southergill, ISO New England

This paper presents an active experiential exercise that gives insight to participants regarding the role of a manager charged with delivering performance appraisal ratings and feedback to subordinates. Participants first use written descriptions of performance summaries to choose performance appraisal marks and develop the qualitative reasoning to support the marks. They then must join a group of fellow students and consolidate their opinions. Lastly, a volunteer member of the group must play the "manager" and run a "performance appraisal" meeting with the subordinate and provide appropriate feedback. Ideally, the exercise will use three groups, and execute three role plays sequentially, while the rest of the class observes. The individual(s) role playing the subordinate in each role play is guided to act out a particular emotive response. Fewer or more role plays can be conducted based upon the size of the class.

Increasing Students' Job-Seeking Capabilities through Integration into the Human Resource Management Course Design: The Career Portfolio Assignment

GERALD SCHOENFELD, Florida Gulf Coast University

Most career center directors say students have a lack of interest in formal career preparation and professional development, which may prevent them from successfully gaining degree related employment upon graduation. Further, research has shown that students have unrealistic expectations when it comes to the amount of effort and motivation required to attain employment. The Career Portfolio assignment is an activity embodied within the framework of the Human Resource Management (HRM) course that

facilitates student's career preparation and job seeking capabilities. The assignment relates to HRM course topics such as job analysis, recruitment and selection and provides students a more engaging and applied course that provides meaningful assistance to students in their pursuit of desired employment though focus on determining their desired job upon graduation, evaluating job prospects and expected starting salary, resume improvements, developing a LinkedIn page, and practice in advancing their interview preparation and skills, among other course related career preparation activities.

12:30 - 13:30

Lunch Break ()

13:30 - 14:45

Methods Workshop III: Qualitative (Hawthorne)

Management Education Pedagogy [MED] (Longfellow)

Reinventing Graded Course Engagement for Psychological Safety in Large Online Classes

Nicole Bérubé, Royal Military College of Canada

Matthew Aslett, Niagara University

Wendi Winter, Queen's University

This paper presents and discusses how the authors adapted a mandatory, graded course engagement component (i.e., participation grade) for a first-year undergraduate course in Organizational Behavior. Constraints generated by the COVID-19 pandemic in post-secondary institutions, which began in the spring of 2020, prompted instructors to pivot their instructional strategies to the online learning environment. This paper describes the context we faced as we sought to adapt the graded course engagement component online for three sections averaging 90 students. It presents the background that helped us initiate a course engagement method based on small group discussions facilitated by teaching assistants. The paper outlines the positive outcomes and challenges observed and suggests various research avenues that emerged from the experience.

Perspectives on Management Learning in the Digital Economy

Andrew Webb, CARLETON UNIVERSITY

Alex Bouchard, CARLETON UNIVERSITY

Siavash Chavoshi, CARLETON UNIVERSITY

The digital economy, which was once considered as a panacea, is becoming increasingly viewed as a grand societal challenge – a problem that presents significant barriers to many people and is so complex that it cannot be tackled by any one single organization. However, mitigating the impacts of the digital economy on the nature of work would benefit from new ideas. Framed in a Bourdieu's perspectives on Habitus, this study collates what we know, and what we need to know, about managing a prosperous digital economy for all. Overall, this paper suggests that managers need to learn new habits of thought to build a more balanced, equitable, and sustainable version of digital economy. Perspectives on how management learning environments can shift from indoctrinating managers towards blindly integrating currently dominant versions of the digital economy, to contributing to an inclusive digital ecosystem will be provided.

Bringing our Ideas to the (Round) Table: Developing Management Education-Related Research Designs [PDW] (Rines A)

Bringing our Ideas to the AMLE & JME (Round) Table: Developing Management Education-Related Research Designs

Arran Caza, University of North Carolina-Greensboro

Jennifer Leigh, Nazareth College

Melanie Robinson, HEC Montréal

The field of management education research has grown considerably in recent years (Hwang et al., 2021), reflecting the importance of, and interest in, exploring innovative questions related to how we teach and learn about management in higher education. This professional development workshop (PDW), facilitated by the Academy of Management Learning and Education (AMLE) and the Journal of Management Education (JME), is designed to provide participants with an opportunity to discuss research ideas on a variety of management education-related topics, as well as network with colleagues with similar interests. Participants will be invited to prepare a 1-page overview of their idea before the workshop. The PDW will open with an overview of the aims and scope, as well as the different sections, of AMLE and JME. Participants will next join one of several roundtables, organized according to the research interests of attendees, to elaborate on their ideas. The workshop will close with a question period and an opportunity to network with colleagues.

Fuzzy-Set Qualitative Comparative Analysis (fsQCA) in Management Research [PDW] (Rines B)

Fuzzy-Set Qualitative Comparative Analysis (fsQCA) in Management Research

Vasiliki Kosmidou, University of New Haven

Jestine Philip, University of New Haven

The "Fuzzy-Set Qualitative Comparative Analysis (fsQCA) in Management Research" PDW offers an in-depth examination of the fsQCA methodology in the context of organizational phenomena. The primary goals of this PDW are to introduce the rich fsQCA methodology to the broader community of researchers, to cultivate relationships among researchers who are interested in using this methodology in their work, and to generate ideas for research collaborations among participants. The first part of the PDW will provide a detailed introduction and overview of fsQCA followed by a discussion of research that uses fsQCA to examine OB-related outcomes like job crafting behaviors or employee burnout. The second part will be more interactive, allowing participants to engage in a hands-on demonstration using a dataset and group discussions to explore avenues for using fsQCA in their research and discover common topics of interest. The PDW will end with each group sharing their discussion with the rest of the audience and a summary of the main takeaways from the workshop. Participants will be encouraged to bring their laptops to the PDW.

Leadership Perspectives on Employee and Stakeholder Engagement [OB] (Sarah Orne Jewett)

Managing with Stakeholders: Citizenship Behavior Action Strategies for Mega Project Resilience

Baris Morkan, Stevens Institute of Technology

Heidi Bertels, CUNY College of Staten Island

Ananya Sheth, Stevens Institute of Technology

Patricia Holahan, Stevens Institute of Technology

This paper explores voluntary stakeholder action in building project resilience to unexpected external events impacting mega projects. Theorizing using the Organization Citizenship Behavior (OCB) concept, we find that stakeholders' voluntary actions are pivotal in minimizing the negative consequences of unexpected events. Case analysis reveals patterns in voluntary actions, which are categorized into four strategies: (a) Legion of Small Sacrifices, (b) Stimulating Camaraderie, (c) Interiorizing, and (d) Chain of Actions, which are then characterized using three properties viz., sequence, modality, and outcome of actions. The goal is to better understand stakeholder-level citizenship behavior to build project resilience. The key contribution is the recognition that project stakeholders are clients as well as resources, and thus proactive management at the stakeholder level can impact resilience building at the project level.

Perceived Fairness as a Mediator of the Relationship Between Work Locus of Control and Leader-Member Exchange

Nari Kim, Lehman College

Research on how perceived fairness influences subordinates' behavior, attitudes, and outcomes has generally focused on fairness as an independent variable. This study tests whether fairness perceptions are influenced by a personal trait of subordinates: their work locus of control. Results show that internal locus of control has positive effects on perceptions of both distributive and procedural justice, and that fairness perceptions mediate the relationship between work locus of control and leader-member exchange.

Taking It to Another Level: Supervisor Support Climate and Its Impact on Individual Job Performance

Jae Young Choi, West Chester University

Natalie Shin, Southern Connecticut State University

Yoonhee Kim, Drexel University

We draw on social information processing theory (Salancik & Pfeffer, 1978) to explain whether and when group-level supervisor support (SS) influences individual behavior. Specifically, we propose that employees' SS climate perceptions act as environmental cues that impact individual job performance and that supervisor interactional justice moderates the proposed effect. Using a sample of 139 Korean employees nested in 24 workgroups, we found that SS climate is positively related to task performance and citizenship behavior after controlling for individual-level of SS. In addition, these relationships were stronger when interactional justice was high. Our findings highlight the importance of SS climate in influencing individual behaviors and provide evidence for supporting interactional justice as a meaningful moderator that facilitates the cross-level effects of SS climate on individual behaviors. The results suggest that employers should adopt individual- as well as group-level interventions to fully reap the benefit of SS in enhancing individual job performance.

Disentangling the Relationships between Transformational Leadership, Psychological Collectivism, Person-Supervisor Fit, Psychological Safety, and Work Engagement: A Moderated Mediation Analysis

Baek-Kyoo (Brian) Joo, Slippery Rock University of Pennsylvania

Chan Kyun Park, Chung-Ang University

Frances Amatucci, Slippery Rock University of Pennsylvania

Despite the proven relationship between transformational leadership and employee engagement, the mechanism and process how they work are still under-explored. The purpose of this study was to investigate the effect of transformational leadership on work engagement, based on data from 291 employees in 10 for-profit firms in South Korea. We also examined the mediating effect of psychological collectivism (PsyCol) and the moderating effects of psychological safety (PsySaf) and person-supervisor fit (PS fit). As the results of hierarchical regression as well as structural equation modeling, PsyCol turned

out to significantly mediate the relationship between transformational leadership and work engagement. The result of Bootstrap analyses based on a moderated mediation model indicated that transformational leadership, PsySaf, and PS fit explained 33% of the variance in PsyCol, and that the four predictors accounted for 36% of the variance in work engagement. Both PS fit and PsySaf significantly moderated the relationship between transformational leadership and PsyCol. The effect of transformational leadership was greater for the high PS fit group and for high PsySaf group. In addition, PsySaf significantly moderated the relationship between transformational leadership and work engagement.

Trustworthy MTurk-based Research: Best-practice Recommendations for Authors and Reviewers [PDW] (Winslow Homer)

Trustworthy MTurk-based Research: Best-practice Recommendations for Authors and Reviewers

Ravi S. Ramani, Morgan State University

Isabel Villamor, The George Washington University

Herman Aguinis, The George Washington University

Amazon's Mechanical Turk (MTurk) is the most pervasively-used online marketplace for conducting research in management. However, there are significant concerns that call into question the validity of research conclusions based on MTurk data. Accordingly, the goal of our professional development workshop (PDW) is to offer best-practice recommendations regarding how to design, implement, and report MTurk studies. Our recommendations are aimed at researchers planning on using MTurk and those who evaluate manuscripts describing MTurk-based research. Our PDW will provide a summary of MTurk's benefits and a detailed analysis of salient features of MTurk research and their concomitant threats to internal, external, construct, and statistical conclusion validity. We will then offer 10 best-practice recommendations to address those threats during research planning, research implementation, and reporting of results. Our session will also offer participants with both micro and macro research interest opportunities to discuss specific questions or concerns about conducting research on MTurk.

14:00 - 17:00

Exhibitors (Eastland Grand Ballroom - Under Balcony)

Registration, Check-in (Lobby)

15:00 - 16:15

Keynote Address with Caryn Beck-Dudley, President & CEO, AACSB International (Eastland Grand Ballroom)

16:30 - 17:30

Conversation with Caryn (Eastland Grand Ballroom)

19:00 - 20:30

Mid-career and Sr. Faculty Consortium (Hawthorne)

Friday, May 20, 2022

08:30 - 09:45

Entrepreneurial Proclivity [Entrepreneurship] (Winslow Homer)

Entrepreneurial Decision-Making – Psychological Inputs

Keshab Acharya, Central Connecticut State University

Gregory Berry, Central Connecticut State University

Entrepreneurs are likely to make decisions using their personal cognitive frameworks, formed over time through the interactions of several contextual and psychological variables, including personal characters, traits, and attitudes (CTAs). They use such frameworks to recognize emerging business opportunities and their viability. Past studies have demonstrated the importance of CTAs on new venture creation. They have also made substantial contributions to the understanding of how entrepreneurs make decisions, what logic they use in reaching them, and whether the logic they use is effective for the firm's growth and survival. However, the literature is far from providing a complete insight into why entrepreneurs make the decisions they do, and it leaves questions about the influence of CTAs on entrepreneurial decision-making (EDM) unanswered. This study emphasizes the importance of using a comprehensive set of information about CTAs to understand why entrepreneurs make the decisions they do. Specifically, this study offers a more holistic understanding of entrepreneurial decision-making by identifying specific CTAs and their relative influence in entrepreneurial decision-making at the pre-launch/opportunity recognition new venture start-up phase.

INTERDEPENDENT DYNAMICS OF TRUST OVER TIME DURING SOLUTION REVEALING AND CO-CREATION: INTERORGANIZATIONAL RELATIONSHIPS THROUGH RESOURCE DEPENDENCE THEORY LENS

Saadet Elif Esposito, UMass Lowell

In this paper, I examine the concept of Solution-based Selective Revealing and provide alternative explanations on why organizations may or may not want to implement selective revealing strategies within the context of coupled open innovation. Drawing from resource

dependence theory, I attempt to demonstrate the interdependent dynamics of power and trust over time during the process of co-creation.

Determining the Efforts of Knowledge Sharing in Online Communities: A Self-Determination Theory Perspective

Tao Wang, Simon Fraser University

Pek-Hooi Soh, Simon Fraser University

Why do knowledge providers in online communities vary in the amount of efforts they spend generating responses? Given the importance of intrinsic motivation in driving efforts, we adopt self-determination theory to investigate the motivations for knowledge sharing in online communities. We hypothesize that a provider's expertise-matching with the request (competence), empathy (autonomy) and sense of belonging (relatedness) will motivate the efforts of knowledge sharing. Expertise-matching will positively moderate the relationship between empathy and the efforts of knowledge sharing. Using natural language processing methods, we found evidence through analyzing the conversation logs in a public online community.

09:00 - 11:15

Exhibitors (Eastland Grand Ballroom - Under Balcony)

10:00 - 11:15

Crisis Management and Temporal Complexities [OB] (Sarah Orne Jewett)

The Thrust of Trust – Communicating Leadership in Times of Crisis

Alan T Belasen, Clarkson University

Ariel R Belasen, Southern Illinois University Edwardsville

In this paper we set out to link common characteristics associated with trusted leadership and the ability to communicate effectively during crisis. During the fight against COVID-19 women leaders have also been successful in implementing social distancing and compliance protocols of quarantine and stay-at-home orders. Thus, another important goal of this paper is to draw lessons from the behaviors displayed by women leaders. Trusted leaders with high efficacy tend to exert more effort towards actions and persevere when facing unexpected challenges. Understanding self-perceptions of trusted leaders' efficacy and desired outcomes helps prepare both current and future leaders to regain trust of followers and communicate more effectively. We therefore propose a diagnostic instrument for evaluating the skill set needed by leaders to build trust and show how it can be used for developmental purposes. Directions for future research are also provided.

A temporal collapse of sensemaking in hospitals during the early COVID-19 pandemic

Charlotte Foerster, University of Technology Chemnitz

Nina Fuereder, Johannes Kepler University Linz

Health care institutions and hospitals in particular have been under pressure for years, climaxing in the COVID-19 crisis. Highlighted by the current pandemic, it is obvious that hospitals must be more resilient than ever to handle this and future pandemics. Derived from our inductive analysis approach, we point to the importance of leaders' sensemaking when it comes to organizational resilience. More specifically, we show how leaders' sensemaking evolved and, in most cases, temporally collapsed during the early COVID-19 pandemic. Along this line, we not only show how various factors influencing the leaders' sensemaking process led to the downplay, or in some particular cases to the awareness, of the unfolding threat but also how past experiences with former epidemic viruses and the actual development of the pandemic shaped hospital leaders' sensemaking. Finally, we demonstrate how a temporal collapse of hospital leaders led to a lack of anticipation, delayed preparations to cope with the pandemic, a lack of adaptation from early experiences, and thus to reduced organizational resilience.

Temporal Disposition, Temporal Complexity and Organizationally Values Outcomes

Tejinder Billing

Little is known concerning how individuals pattern time in organizational contexts. It is generally assumed that individuals who perform their time well do their jobs better. The purposed of this study is to examine role of time in organizations and develop temporal constructs, one for assessing an individual's temporal personality and another for assessing the significance of temporal complexity of the work environment. Three dimensions of temporal personality (sense of time, value of time, and organizational value of time) correlated with four different aspects of satisfaction and with job involvement. It is suggested that researchers interested in the topic of time use and temporal processes in organizations should attempt to relate cognitive orientations to organizationally valued outcomes.

11:15 - 12:30

EAM Business Meeting (Winslow Homer)

REVIEWERS FOR EAM 2022

Keshab Acharya

Marjorie Adams

John Adekunbi

Olugbenga Adeyinka

Robert Albright

Amro Aljbour

Jeffrey Alstete

Mamoona Arshad

Muhammad Aslam

Matthew Aslett

Pauline Assenza

Kristin Backhaus

Avirupa Basu

Gayle Baugh

Greg Beaver

Alan Belasen

Nicole Bérubé

Katayoon Beshkardana

Stephen Betts

Nicholas Beutell

Chandrasekhar Bhuvanagiri

Sainath Bhuvanagiri

Tejinder Billing

Paul Boyd

Kristin Burton

D. Anthony Butterfield

Ana Câmara

Arlisa Campbell

Leslie Campbell

JohnnaCapitano

Sunyu Chai

Sanjay Chaudhary

John Childers

Jae Choi

Yolanda Christophe

Kenneth Chukwuba

Warren Cook

Kevin Coopersmith

Ericka Covington

Kerri Crowne

Arobindu Dash

Pamela Derfus

David Desplaces

Lucas Dille

Jenny Dutton

Julia Eisenberg

Erim Ergene

Saadet Esposito

Jim Fairfield-Sonn

Andrea Farro

Riaheen Farzana

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Alexandra Galli-Debicella

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Swapan Ghosh

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Ian Mercer

Marlee Mercer

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Halimat Ogunbekun

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Fredrick Rice

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Sinead Ruane

Joel Rudin

Samina Saifuddin

Sut Sakchutchawarn

Douglas Sanford

Bret Sanner

Swapnil Saurav

Shilpa Sawant

Bryan Schaffer

Gerald Schoenfeld

Claudine Schweber

Marie Segares

Chad Seifried

Joseph Seltzer

Donghwi Seo

Chandrasekhar Sharma

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