EAM 2020 Program Book

EASTERN ACADEMY of MANAGEMENT

57TH ANNUAL MEETING
JUNE 24-26, 2020 ONLINE

BEING HUMAN IN THE DIGITAL WORLD

creativity
human
critical communication
thinking
resilience
problem-solving

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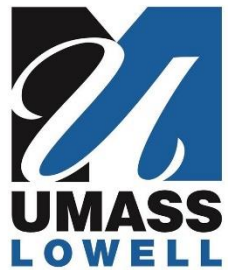**Vice President – Program Elect**
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EAM 2020 Outstanding Reviewers Award

Pauline Assenza
Saadet Elif Esposito
Xueting Jiang
Vasiliki Kosmidou
Laurie Levesque
Steve Meisel

Brent Opall
John Parnell
Roberto Santos
Elizabeth Siler
Michele Yoder
Weichi Xu

Emerald Best Case Award

Heidi Bertels, Startup on a budget: Winning new customers without breaking the bank. *The CASE Journal*, Vol. 15 No. 2, pp. 109-130

Organization Management Journal (OMJ) Best Paper Awards

2019 OMLTeaching and Learning Best Paper Nominations

Jeff Moretz & Catherine C. Giapponi. *Stakeholders and Business Strategy: A Role-Play Negotiation Themed Exercise*, 16(1), 14-26.*

Shelly Marasi. Team-building: *Developing Teamwork Skills in College Students Using Experiential Activities in a Classroom Setting*, 16(4), 324-337

Arpita Joardar, Konrad Jamro & Ram Ravi. *The Business Meeting: A Cross-cultural Experiential Learning Activity*. 16(4), 338-349

2019 OMJ Empirical Research Best Paper Nominations

T. T. (Rajan) Selvarajan, Barjinder Singh, Peggy A. Cloninger & Kaumudi Misra. *Work–Family Conflict and Counterproductive Work Behaviors*. 16(1), 42-54

April J. Spivack & Ashay Desai. *Psychological Underpinnings of the Work-Site Selection Process of Knowledge Workers*. 16(3), 123-139

Bernadette M. Racicot, Mary C. Kernan & Edward D. Nicholls. *Effects of Management Support, Team Member Support, and Job Status on Safety Climate and Employee Attitudes*. 16(4), 251-261*

Best Conference Empirical Paper Award Nominees

Vasiliki Kosmidou, *Resource-Based View in the Context of Family Firms: A Configurational Analysis resource-based views* *
R. Gabrielle Swab & Paul Johnson, *Attachment, Competitiveness, and Workplace Aggression: A Relational Model of Aggressive Behaviors*

Best Conference Conceptual Paper Award Nominees

Jeffrey Alstete; John Meyer & Nicholas Beutell, *Differentiated Instruction in Management Education: Processes, Outcomes, and the Experiential Learning Environment*
Pete Longhurst & John Austin, *The Role of Managerial Mindset on Managing Employee Underperformance**

Best Conference Doctoral Student Paper Award Nominees

Michelle Ouimette, *Cultivating Social Enterprise in the Entrepreneurial Ecosystem**
Jonathan Sales, *A Mathematical Framework, Based On Regulatory Focus Theory, Of Angel Investors' Risk-Reward Profiles & Strategic Investment Predispositions*

Experiential Learning Activities (ELA) Award Nominees
Developing Foresight Through The Evaluation and Construction of Vision Statements by John Fiset & Melanie A. Robinson
Who Gets Time Off? Prioritizing Planned, Family Responsibility Leave Requests by Nicole Berube*
Students As Game Designers by Mariana Lebron & Gabby Swab

* Award Winner

Best Conference Track Paper Award

Strategy, International Management
Vasiliki Kosmidou, *Resource-Based View in the Context of Family Firms: A Configurational Analysis*

Entrepreneurship, Innovation, Information Technology
Vincent Ogutu & Ali Unal, *Outcomes of Entrepreneur Calling on Employees and the Organization: Social vs Commercial Entrepreneurs*

Human Resource Management
Pete Longhurst & John Austin, *The Role of Managerial Mindset on Managing Employee Underperformance*
Organization Behavior
R. Gabrielle Swab & Paul Johnson, *Attachment, Competitiveness, and Workplace Aggression: A Relational Model of Aggressive Behaviors*

Ethics, Corporate Responsibility, Sustainability or Leadership
Omid Nodoushani; Gregory (Gadiel) Robbins & Carol Stewart, *Industrial Democracy in the Age of Conscious Capitalism*

Management Education & Development
Jeffrey Alstete; John Meyer & Nicholas Beutell, *Differentiated Instruction in Management Education: Processes, Outcomes, and the Experiential Learning Environment*

> **EAM 2021 Pittsburgh/Virtual? May 19 – 22, 2021**
> **Responsible Management: Challenges & Opportunities**
> **Program Chair: Tejinder Kaur Billing**
> **Submission Deadline: January 10, 2021**

EASTERN ACADEMY of MANAGEMENT INTERNATIONAL

XIXth Managing in Multicultural Environments Conference

June 6-10, 2021
LYON - FRANCE
EAMI *France* 2021
EASTERN ACADEMY of MANAGEMENT INTERNATIONAL

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Program

Wednesday June 24, 2020

8:30am-9:00am	Morning Coffee: Welcome to EAM 2020		
9:00am-10:30pm	Doctoral Consortium	Junior Faculty Consortium	
9:00am-10:15am	CASE Room 1 - Cases without Instructor's Manual	CASE Room 2 - Cases without Instructor's Manual	
9:00am-10:00am	Engaging Students in Intrapreneurship (PDW)	Revolution of IT-based Platform Biz Models (PDW)	
10:00am-11:00am	Embracing Disruptions / Teaching Gen Z (PDW)	Using Games & Game Mechanics in Management Classroom (PDW)	
10:30am-12:00pm	CASE Room 1 - Cases with Instructor's Manual	CASE Room 2 - Cases with Instructor's Manual	CASE Room 3 - Cases with Instructor's Manual	Quantitative Methods I: Moderation, mediation, and moderated mediation
11:00am-12:00pm	Integrating Disability Awareness into Curriculum (PDW)	Re-evaluating the evaluation: Best Practices for Designing and Implementing Course Evaluation (PDW)	
12:00pm-1:00pm	Break		
1:00pm-2:30pm	Career Challenges of Directors, Chairs, and Assistant/Associate Deans (PDW)	Quantitative Methods II: Storytelling through Statistics	The Struggle is Real: Balancing Motherhood in Academia (PDW)
1:00pm-2:15pm	CASE Room 1 - Embryo cases CASE Room 2 - Embryo cases		
2:30pm-4:00pm	CASE Board Meeting - By invitation only		
3:00pm-3:30pm	Presentation by Interpretive Simulations		
4:00pm-5:15pm	Keynote Address		
5:30pm-7:00pm	Mid-Career and Senior Faculty Consortium		
5:30pm-6:30pm	EAM Social Hour	CASE Celebration Hour!	

8:30am - 9:00am
Morning Coffee: Welcome to EAM 2020

9:00am - 10:30pm
Doctoral Consortium
Junior Faculty Consortium

9:00am - 10:15am

CASE Room 1 - Cases without Instructor's Manual

Amazon Go checkout-free convenience stores: "all that and a bag of chips"

Anthony Furnelli, Westfield State University

Synopsis In 2018, Amazon opened high tech convenience stores across a number of metropolitan cities in the United States offering a checkout-free experience for customers. This case evaluates the marketing aspects of the move including industry structure, store format, and customer loyalty. The underlying question is how will Amazon, the company that pioneered online shopping, perform in an offline retail marketplace that is highly competitive? Will Amazon be able to leverage its massive technology power and shakeup offline retail?

Delivering 'Wow' With Company Culture: The Case Of Zappos

Morgan Crostarosa, Millersville University
Ankur Nandedkar, Millersville University

The primary purpose of this case study is to facilitate class discussion on the unique culture and characteristics of Zappos. The company has gained a reputation for its strong culture and high-quality customer service. Zappos culture delivers on their mission statement which is "to provide the best customer service possible," while at the same time embodying the company's core values and standards. This case provides an up-to-date information about Zappos corporate culture as well as structure and serves as a useful learning tool for students studying Organizational Behavior.

CASE Room 2 - Cases without Instructor's Manual

Splitting the Founders' Equity Pie: Is Equal Truly Fair?

Heidi Bertels, College of Staten Island (CSI) CUNY
Elizabeth McCrea, Seton Hall University
Scientists, product development faculty and graduate students at the University of Antwerp, in collaboration with employees at Voxdale, developed two medical devices: VAX-ID and Colli-Pee. Much work had already been done: prototypes were built, patent applications had been filed, and human usability trials were successfully completed. Business plans indicated that both devices had good market potential. To raise the funds needed to accelerate development and

bring the devices to market, the venture needed to be spun-off from the University. But how should the team split the founders' equity "pie." Would equal be fair? How could they divide the company shares in a way that acknowledged both past contributions and future efforts?

Naloxbox: A Response to the Opioid Crisis

Mia Len, Wheaton College
Kamilah Thorne, Wheaton College
Natalie Wind, Wheaton College
Imran Chowdhury, Wheaton College

The United States, for the past two decades, has experienced an opioid epidemic that has impacted millions of people across the country. In 2017, the United States Department of Health and Human Service declared a public health emergency and proceeded to establish a five point strategy to help eradicate the problem. The increase of deaths from opioid overdoses over the past several years forced government agencies to support states and local communities identify outbreaks, provide resources, and build processes to fight the epidemic. The United States government recognizes that it is necessary to work with various lines of business like medical personnel, first responders, and community-based organizations in order to be successful in resolving the crisis. This government support provides social ventures in the public health arena an opportunity to create solutions to the opioid epidemic. Geoff Capraro, MD and Dr. Claudia Rébola, the founders of Naloxbox, seized the opportunity presented by this crisis, leading to the creation of this non-profit organization developed to addressing the opioid epidemic in Rhode Island. The organization's founding, historical development, and business model are below. The case concludes with suggestions for Naloxbox's future growth.

9:00am - 10:00am

Engaging Students in the Intrapreneurship Process (PDW)

Margaret Bacheler, Penn State University
Nannette D'Imperio, Penn State University
Julie Stanton, Penn State University

The purpose of this professional development workshop is to explore curricular best practices on how to integrate the principles of entrepreneurship into general major classes for business and/or technology-related majors. While some undergraduate students seek a career path as an entrepreneur, many other students wish to obtain a position in an existing organization. For students seeking employment in existing organizations, the competencies of entrepreneurship can be easily translated into intrapreneurship competencies. By understanding how intrapreneurship works, students can be successful at any chosen career path. During this workshop, the presenters will discuss (1) how to apply the principles of entrepreneurship to all types of careers, (2) how to engage students in town-gown projects with local small businesses and (3) ways to integrate intrapreneurship activities into the classroom environment.

The Revolution of IT-based Platform Business Models and Implications for Strategic Management and Entrepreneurship Curricula (PDW)

Huy (David) Tran, Albright College

This professional development workshop (PDW) first sheds more light on the meteoric rise of informational technology (IT)-based platform business organizations in various industries around the world. The growing scale and scope of those platforms over time will be compared and contrasted against established traditional businesses in corresponding industries. Next, the workshop will focus on understanding (1) what elements an IT-based platform business typically contains, (2) how such a digital platform differs from a traditional pipeline counterpart, and (3) why IT-based platforms can pose critical threats when attacking established firms with a traditional business model, which usually requires traditional pipeline firms to innovate their business models themselves. The last part of the workshop will be devoted to discussing a number of proposed changes in the curricula and teaching methods of Strategic Management and Entrepreneurship courses at advanced undergraduate or graduate levels. Our students need to better understand what digital platform business models are about, how they operate, and how they can be created and sustained over time.

10:00am - 11:00am

Embracing Disruptions: Effective and Engaged Teaching in the Z Generation (PDW)

Catherine Hall, Roger Williams University
Elizabeth Volpe, Roger Williams University

Individuals from the Generation Z cohort prefer visual, interactive, and increasingly technologically-mediated learning environments (McCrindle and Wolfinger, 2009; Khan and Bansal, 2018). Although the deepening preferences for technologically-mediated interactions among Z students can manifest as challenges or perceived disruptions to the traditional classroom environment, they also have the potential to capture the attention and enhance learning outcomes in younger generations of students (Deeter-Schmelz, 2014). In this professional development workshop, we will engage participants in a guided and interactive session in which we introduce and demonstrate teaching methods that attempt to "embrace the disruptions" that educators often perceive technology presents to the college classroom. We seek to spark discussion and interaction among participants, encouraging them to build upon our ideas and share their own "disruption embracing" approaches to teaching and learning in a digital world.

Using Games and Game Mechanics in the Management Classroom (PDW)

John Harris, Georgia Southern University
R. Gabrielle Swab, Towson University
Playing games is a fundamental way in which individuals interact with one another, and they afford exceptional opportunities for participants to explore their external worlds as well as their internal skills and creativity. As applied to the classroom, games are an excellent way to break up any feelings of monotony and encourage students to interact with one another in a face-to-face,

interactive environment, stimulating conversation and real human connection where many digital tools fall short. Most importantly, games are fun! The principles of numerous games can be borrowed and used in our classrooms in a way that meaningfully impacts a student's management education by introducing or reinforcing concepts in fun and engaging contexts and creating memorable experiences for students used to only seeing lecture slides and online assignments. This professional development workshop explores how you can incorporate games or gaming mechanics into your management classroom for various topics as well as providing guidance for using two specific types of games, social deception games (e.g., Werewolf, Mafia) and traditional roleplaying games (e.g., Dungeons and Dragons), and the management lessons these may be able to augment and improve. Other games, strategies, and lessons will be discussed, and participants will have the opportunity to share their own experiences as well as play a game together.

10:30am - 12:00pm

CASE Room 1 - Cases with Instructor's Manual

When Personal Code Trumps Professional Code: Ethical Failure in the Oversight of a Nursing Home Facility

Grant Beebe, University of Mississippi
Dr. Milorad Novicevic, University of Mississippi
Dr. Ifeoluwa Tobi Popoola, McMurry University

This case study provides an example of ethical challenges Care Management managers face. Arkesha, Access Management Company's Senior Administration Manager, had vouched for Caroline's integrity and professionalism when Senior Executives considered hiring her. But just 2 years into her position as Administrative Manager, Caroline defrauded the organization ,000 in care management fees used to care for her ailing father. Arkesha struggled in deciding between retaining Caroline so as to her save her father and nephew (with Down's Syndrome) from future financial hardship and firing her, and then reporting her to senior executives in a bid to save the organization's reputation before the Center for Medicaid and Medicare Services (CMS). Following careful deliberation, reliance on her college training, and applying Reardon's six steps to ethical decision making, Arkesha made a life changing decision.

Phit Water Enhancer: Enhancing Your Fittness

Shreshthi Mehta
Dr Julia Ivy, Northeastern University

Moss is perplexed regarding the future of his company, Basic Water. He and his team need to take a decision regarding the positioning of their signature product, Phit, an alkaline water enhancer. Phit increases the alkalinity or pH content of the body, enhancing longevity. Phit was originally designed to avoid acid refluxes during physical activity. Hence, the creators envisioned that Phit could be marketed as a product for athletes. But, Moss feels that anyone

could benefit by drinking healthy water. Hence, Phit could be positioned as a product for all individuals. What should the Basic Water team do? How should Phit be positioned?

Xiaomi: U.S. expansion?

Patrick McHugh, Brown University
Elaine Cheung, Brown University
Johnathan Lovett, Brown University

Xiaomi Corporation (Stock Code: 01810) is a Chinese electronics company based in Beijing. It invests in and produces smartphones, software, mobile applications, and consumer electronics at lower price than its competitors. Founded in 2010, Xiaomi experienced enormous growth in China, India and Europe, competing with dominant brands like Samsung and Apple. In the fall of 2018 Xiaomi was struggling to decide how and if to enter the United States market; especially so given new policies and politics that were straining relations with China.

CASE Room 2 - Cases with Instructor's Manual

Crowdfunding as a Mechanism to Launch New Products

Heidi Bertels, CUNY College of Staten Island
Dan Zhang, CUNY College of Staten Island

Nickolay had launched his company, Lammily, in 2014 using crowdfunding for the world's first white realistically proportioned fashion doll. Now that his doll had been manufactured and shipped, Nickolay knew he had to start to work on expanding his offerings. His plan for Lammily's next dolls included a black female realistically proportioned fashion doll and a white male realistically proportioned fashion doll.

However, now that he could finance the molds for these additional dolls himself, he wondered whether he should use crowdfunding again to launch the new products. Was it worth to design a crowdfunding campaign if his company could finance the fixed design and manufacturing costs? And if yes, could he repeat his previous success or would crowdfunding campaigns for his new dolls not have to same ability to go viral online and become successfully funded?

The case discusses the benefits and success criteria of crowdfunding and follows Nickolay as he reflects on why his first crowdfunding campaign went viral and considers crowdfunding for his next two realistically proportioned dolls. In the end, Nickolay has to decide whether he can repeat the success of his first crowdfunding campaign and whether crowdfunding is the best way to launch his new products.

The case ties highlights the non-financial benefits of using crowdfunding to launch new products and uses the Contagious Framework (STEPPS) (Berger, 2016) -which includes six reasons of why content catches on and becomes contagious- to analyze the success of Lammily's first crowdfunding campaign. The decision point in the case considers both the advantages and disadvantages of crowdfunding and the viral potential of crowdfunding campaigns to evaluate crowdfunding to launch new products.

"All Your Files Have Been Encrypted!"−Ransomware Attack at Keystone Insurance

Dennis Comeau, Salem State University
Zaiyong Tang, Salem State University

This case describes a ransomware attack at a small insurance company in Boston in 2019. Through the incident of a security breach, the case examines the rising trend in ransomware attacks and the dilemma faced by ransomware attack victims. It explains the importance of an information security framework, such as the Written Information Security Program (WISP) mandated by Massachusetts Law. Besides the exposure of general security management concepts, the case also presents a fair amount of technical details in small business computer networks and digital forensics for responding to and recovering from security breaches.

Starbucks Versus Luckin: Which Business Model Will Win Chinese Customers?

Heidi Bertels, College of Staten Island / CUNY
David Desplaces, College of Charleston

Luckin is considered a relatively newcomer to the coffee drink industry in mainland China. However, explosive company growth fueled by the recently announced IPO to be used to secure future market share has been seen as direct competition and challenge to coffee powerhouse Starbucks. Furthermore, the company's product differentiation strategy with a focus on convenience using technology has gotten traction in the Chinese market. The case allows students to apply the widely used Business Model Canvas (BMC) introduced by Alexander Osterwalkder, which visualized the nine segments that form the building blocks of both Luckin's and Starbucks' respective business models. Students are challenged to assess the strengths of each company and classify the strategies being pursued in the context of varying consumer market conditions using Michael Porter's generic strategic model classification.

CASE Room 3 - Cases with Instructor's Manual

A Role-Playing Case Integrating Sustainability into the Balanced Scorecard

Kathleen Simione, Quinnipiac University
Aamer Sheikh, Quinnipiac University
Kenneth Ryack, Quinnipiac University
Michael Kraten, Houston Baptist University

This case gives students an opportunity to learn how to use both the traditional Balance Scorecard (BSC) and the International Integrated Reporting Committee's (IIRC's) "octopus model" as performance evaluation tools. Although both tools include economic perspectives (Kaplan & Norton, 1992; IIRC, 2013), the "octopus model" also incorporates the three main components of sustainability: human, social and environmental concerns. Student teams are required to find a solution to save an endangered species or move forward on construction of a hydro-electric power generation plant that could potentially decimate the endangered species. The case provides student teams an opportunity for role playing and making a presentation summarizing the decision each team member would make given their assigned role and how that

choice relates to the "four perspectives" of a traditional BSC: Financial, Customer, Learning and Growth, Internal Process (Kaplan & Norton, 1992). Students are also responsible for preparing a written report that incudes development of a BSC, identification of the traditional four perspectives and stakeholders, identification of at least three stakeholder groups that are not addressed by their BSC, and development of a fifth perspective that considers the three main components of sustainability (economic, environmental, and social).

The invisible man

Nicole Berube, Royal Military College of Canada

Health care organizations are interested in attracting more men to nursing, not only to address projected increased demand for nursing professionals, but also to augment diversity in the profession. Currently, the nursing profession is dominated by women, with the percentage of men in any nursing profession at less than 13%. This case outlines a situation where a male nursing professional feels disadvantaged because of perceptual issues. In a broader sense, the case illustrates challenges faced by gender minorities in any field dominated by a particular gender.

Safe Crossings

Jeff Moretz, Fairfield University

Safe Crossings was a nascent venture founded by serial entrepreneur Dale Moretz in order to develop and market his newest invention. The invention comprised a valve and a method for preventing oil pipeline leaks at sensitive water crossings. Dale had submitted patent applications for both the valve and the method, and he anticipated a positive response from the U.S. Patent Office. His next step was to figure out how to market this invention most effectively. He recognized that the engineering focused materials he had prepared while still developing the technology were not appropriate, and he was trying to determine the best path forward.

Quantitative Methods I: Moderation, mediation, and moderated mediation
Lisa Schurer Lambert, Ohio State University

11:00am - 12:00pm

Integrating Disability Awareness into a Course Curriculum (PDW)

Kathleen Johnson, Keene State College

The US Bureau of the Census estimates that approximately 19 million people with disabilities are actively engaged in the workforce today. Still more comprise a powerful group of consumers and other constituents of our organizations. Should we reserve the legal and moral obligations that organizations have toward people with disabilities to human resource experts? This PDW explores the extent to which faculty have a responsibility for integrating an understanding of

disabilities into course curricula. Why is it important for students to know about this topic? What exactly should they know? What are some of the latest technologies to aid organizations in becoming more accessible and inclusive? To what extent are the tools of the digital world breaking down the ableist framework? What are the effective ways of integrating this knowledge into our curricula? In what courses would it be appropriate? Participants can discuss these questions, learn about several new technological tools to make accessibility easier, and learn about a team-based course project in which the author effectively used these tools to engage students on this topic.

Reevaluate the Evaluation: Best Practices for Designing and Implementing Course Evaluation (PDW)

Guannan Wang, Suffolk University
Aimee Williamson, Suffolk University

Course Evaluation Instruments (CEIs) are common and influential sources of faculty assessment and evaluation across most higher education institutions, but heated debates surround the value and validity of such instruments. Research has shown that CEI scores are distorted by a variety of factors, including but not limited to expected grade, workload, course discipline, course level, class size, student effort, instructor's ranking, instructor's gender, etc., yet CEIs remain the most widely used source for evaluating teaching effectiveness, and the only source at some institutions. Thus, it is critical for schools and faculty to understand the limitations of CEI and develop effective remedies to mitigate the drawbacks. Based on research findings supplemented with practical experience, this workshop will provide participants with tools and guidance for evaluating and redesigning CEIs.

1:00pm - 2:30pm

Career Challenges of Directors, Chairs, and Assistant/Associate Deans (PDW)

Laurie Levesque, Suffolk University
Nicole Berube, Royal Military College of Canada
Lisa Stickney, University of Baltimore
Filiz Tabak, Towson University

The content of the panel discussion will focus on the challenges of and strategies for success when taking on an academic administrative role. Many professors consider these to be a career move, while others consider them to be folly. This PDW will examine successes and challenges that panelists have had in the roles of chairperson, program director, assistant dean, and associate dean. The goal is to link advice and suggestions to these vignettes so that audience members who have or may take on similar roles can strategically avoid or manage negative experiences and foster positive ones

Quantitative Methods II: Storytelling through Statistics
Lisa Schurer Lambert, Ohio State University

Noel Criscione-Naylor, Stockton University
Joy Jones, Stockton University
Esther Lawrence, Stockton University

Despite state and federal laws and university policies intended to protect women during maternity leave and other forms of family leave, discrepancies between women and men in academic institutions exist. Specifically, researchers have argued that maternity and family-related policies do not fully protect women because of implicit bias and societal. To balance motherhood with academic and professional responsibilities, female administrators and academics have been found to overcompensate by working more hours than their male counterparts. Female faculty members spend a greater proportion of their time on teaching, advising, and service than men in academic institutions, and these activities may detract from research, which often takes precedence in tenure evaluations. Although studies have been conducted on the balance between motherhood and work in the academy, the subject of motherhood and balance is rarely discussed in professional development workshops, including those held at academic conferences. Therefore, the purpose of this session is to provide an opportunity to discuss challenges and strategies for balancing family with academic and professional obligations. What issues do you face in balancing the demands of workload and parenting? How do you balance your identity and the role of motherhood while maintaining your academic self? Do women feel they are caught in a double-bind—caught between the stigma of not having children while simultaneously faced with the perceptions associated with motherhood if they do have children? Panelists and workshop participants will share challenges they have faced while navigating the roles of motherhood and family and the demands of academia.

1:00pm - 2:15pm

CASE Room 1 - Embryo cases

Building without a foundation: Pay inequities at a small utility provider (Embryo Case)

Megan Douglas, Missouri Southern State University
Sarah Holtzen, Missouri Southern State University
This embryo case exposes students to a variety of issues associated with designing a compensation and benefits system that is internally consistent, including the importance of conducting a thorough job analysis to produce accurate (1) job descriptions and (2) job specifications. Students will then use this information to develop a pay structure that is internally consistent by using job evaluation techniques to assign equitable pay rates to jobs of differential worth.

A Tarnished Juul? E-cigarettes and the Rising American Public Health Crisis

Sinead Ruane, Central Connecticut State University

This is an embryo case submission with the outline of a case on Juul, the American e-cigarette manufacturer, and the larger public health crisis brought on by the sudden increase in vaping among teenagers and young adults.

Local Luggage: Can a Small Family Business Compete in an Amazon World?

Danielle Ciliberto, Seton Hall University
Elizabeth McCrea, Seton Hall University

Going on a trip? You need luggage! 75-year-old Local Luggage sells and repairs quality suitcases and bags. However, as more people shop online, a nearby location is no longer a competitive advantage. Why drive to town when e-tailers will deliver luggage to your door? Why wait for the store to open when online shopping is always available? Why pay more, when you can get the same thing for less on Amazon? Due to its reputation for quality, knowledgeable sales staff and authorized repair service, the family-run business is doing well. But where should Local Luggage go from here?

Using the Legal System as a Management Strategy©

Karen Gantt, University of Hartford
Daphne Berry, University of Hartford

In 2011 Hampton Creek began operations as a manufacturer of plant-based food products. One of its earliest products was Just Mayo, a sandwich spread that has all the attributes of traditional mayonnaise except it is made without eggs. Shortly after Just Mayo was introduced, Unilever sued Hampton Creek claiming that use of the name "Just Mayo" amounted to false advertising and unfair competition. Unilever received encouragement from the American Egg Board, a trade association under the supervision of the Department of Agriculture. Through a formal Freedom of Information request, it was learned that the Egg Board instructed its members to consider Just Mayonnaise "a crisis and major threat to the future of the egg product business." Would an entire industry come together to put a stop to Hampton Creek's Just Mayo product?

CASE Room 2 - Embryo cases

The Many Arenas of Amazon

Steven Congden, University of Hartford

This teaching case examines the many ventures of Amazon over the last twenty-five years to illustrate an "arena" or "jobs-to-be-done" approach to strategy formulation in contrast to an industry positioning approach.

Grow a Diversified Global Company: A Bumping Road to the Development of a Chinese Company

Weichu Xu, East Stroudsburg University

This case is about one medium size Chinese company to diversify and internationalize its business.

The Furlough Cheesecake: Building a network of support for a new venture

Minnette Bumpus, Bowie State University

Sisters Jaqi Wright and Nikki Howard were two of the approximately 388,000 federal employees furloughed during the 35-day U.S. government shutdown that began on December 22, 2018, and ended on January 25, 2019. The furlough, however, did not prevent Howard, an avid baker, from preparing one of her delectable cheesecakes to ring in the New Year. The idea to sell cheesecake was born on New Year's day of 2019, after their mother, who had just finished a piece of cheesecake "said that the cheesecake was so good it could be sold" (Radcliffe, 2019, para. 4). The Furlough Cheesecake name was created by Wright, who within days of acknowledging this opportunity, registered the name on GoDaddy.com.

The Furlough Cheesecake's business was promoted on social media via the Instagram account created by Howard's daughters. The company was featured on media outlets that included: the Oprah Magazine, Black Enterprise, Money, HuffPost, CNN News, local news outlets, and the Ellen DeGeneres show. The media coverage and exposure spurred the rapid growth of their business, and led to their introduction to a mentor. Their mentor was instrumental in connecting them with a "senior buying manager for cakes and pies at Walmart" (Lewis, 2019, para. 3). The Furlough Cheesecake is proof of the power of networks.

Disney Princess Speaks Out
Kimberly Sherman, Westfield State University

2:30pm - 4:00pm
CASE Board Meeting - By invitation only

3:00pm - 3:30pm
Presentation by Interpretive Simulations – BizCafe

4:00pm - 5:15pm
Keynote Address by Lori Groth, CIO, SDtanley Balck & Decker – *Being Human in the Digital World*

5:30pm - 7:00pm
Mid-Career and Senior Faculty Consortium

5:30pm - 6:30pm
EAM Social Hour
Doctoral Consortium Social Hour and Networking
CASE Celebration Hour!

Thursday June 25, 2020

| 8:30am-9:00am | Morning Coffee: Get to know EAM 2020 |
| 9:00am-12:00pm | Case Writing Hackathon |

Time				
9:00am-10:15am	EAM Fellows Symposium - AQ>EQ (and Maybe Even IQ): Teaching the Skills of Adaptability	The Culture of Corporate Social Responsibility (ETH)	Implications from Work and Life Domains on Well Being (OB, LEAD)	Strategy - Change & Failure; Partnerships & Performance; CEO's & Political Strategy (IDEA)
9:00am-10:00am	Methods III: Computer-aided Text Analysis for Researchers (PDW)			
10:30am-12:00pm	Theoretical Approaches to Entrepreneurship (ENT)	The Future of Human Resource Management (HRM)	Resources and Knowledge (STR)	AI, Ethics & HR (IDEA)	Methods IV: Advancing Qualitative Research (PDW)
12:00pm-1:00pm	Break			
1:00pm-2:15pm	Ethical and moral responsibility examined (ETH)	Field Based Learning and Virtual Teams (MED)	Multiple Perspectives on Leadership (OB)	Micro OB Dependent Variables - Employee Well-Being, Turnover & Work-Life Balance (IDEA)
1:00pm-2:00pm	Teaching with Cases Online			
2:30pm-3:45pm	Best Experiential Learning Activity Nominees (ELA)	OB insights from macro, meso and micro levels (OB)	Politics and Networks (STR)	
3:00pm-3:30pm	Presentation by Interpretive Simulations			
4:00pm-5:15pm	Meet the Journal Editors			
5:30pm-6:30pm	EAM Social Hour	EAM Fellows Meeting	Track Chair's Meeting	

8:30am - 9:00am
Morning Coffee: Get to know EAM 2020

9:00am - 12:00pm
Case Writing Hackathon

9:00am - 10:15am

EAM Fellows Symposium - AQ>EQ (and Maybe Even IQ): Teaching the Skills of Adaptability

David Fearon, Central Connecticut State University, emeritus
Laurel Goulet, Massachusetts Maritime Academy
Steven Meisel, La Salle University
Dilip Mirchandani, Rowan University
Theodore Peters, University of Baltimore

Adaptability is a valued skill for executives and has been empirically linked to increased leadership performance, innovation, cross-cultural efficacy, and leadership development. The necessity of adaptability intelligence (AQ) is driven by the accelerated life cycle of information and associated changes in our experience. To avoid algorithm- driven obsolescence, learners at all levels need to develop and practice new skills of creative thinking and working. We are challenged to find ways to build adaptability into our course topics. This hands-on workshop will explore adaptability as a teaching and practice topic and add to our own AQ as management educators.

The Culture of Corporate Social Responsibility (ETH)

Is too much Corporate Social Responsibility (CSR) bad for business? An empirical analysis of the CSR and Corporate Social Performance relationship.

Laura Blake, Nichols College

With Corporate Social Responsibility's (CSR) widespread proliferation comes the risk of its redundancy as managers emulate best practice campaigns. If practitioners could manage CSR as a strategic capability to enhance social performance reputation, a resource-based social competitive advantage could be attainable. Typical CSR initiatives are no longer sufficient in deriving long-term value and instead, add to a firm's cost. This study conceptualizes CSR as a strategic capability (1) derived from specific organizational competencies; (2) enacted as an input source of a firm's strategic pursuit of producing corporate social performance (CSP) ; and (3) embedded within a firm's core strategy to produce a barrier to imitation and ensure sustainability. If enacted as such, then CSP, akin to corporate financial performance (CFP), would represent a meaningful performance benchmark of the firm.

The paper provides a framework for examining CSR's efficacy in creating a competitive social advantage for the firm. The study finds support for the use of a novel or differentiated CSR initiative to enhance CSP ratings and garner advantage of corporate social performance. No study has considered the differentiation of one's CSR and practice from other initiatives undertaken by competing firms. Consistent with the resource-based theoretical perspective, when CSR can be enhanced, maintained and not duplicated, it can act as a strategic capability to generate social competitive advantage.

Do Employees Benefit from Firm Productivity Improvement?

Ruixue Jiang, University of Science and Technology of China
Li Sun, University of Massachusetts Lowell
Yi Yang, University of Massachusetts Lowell
Liang Liang, University of Science and Technology of China

The issue of wealth distribution has been a controversial but important research topic, which involves how wealth created by a firm is distributed among stakeholders: between capital and labour, and between ordinary employees and senior managers. In this study, we focus on wealth distribution derived from a company's productivity gains; that is when a company improve its productivity, which stakeholder –employees, top management teams or shareholders – can benefit. Using a large sample of 5,580 U.S. firms from 1980 to 2016, we find evidence that firm's productivity improvement does benefit employees, and comparatively wealth distribution to employees is higher than that to shareholders but slightly lower than that to top management teams. Furthermore, the distribution of wealth to employees from productivity improvement varies between capital and labour intensive industries. In addition, the distribution of wealth to employees from productivity improvement is influenced by firm characteristics such as R&D intensity and size.

Implications from Work and Life Domains on Well Being (OB, LEAD)

Linking Work Stress to Resilience, Work-Life Balance, and Psychological Well-being: A Framework for Future Research

A K M Mominul Haque Talukder, University of Victoria
Maria Carmen Galang, University of Victoria

Despite the heightened daily discourse on the corollary of resilience and work-life balance for individuals working in organizations, the research on the nexus between these two and their likely antecedent, moderator and outcome are still sparse. Drawing on Hobfall's Conservation of Resources (COR) theory, we delve into this void and propose a conceptual model that explicates the relationships between work stress, employee resilience, work-life balance, psychological well-being, and retention. We also propose that social support in the workplace moderate these relationships. The contributions, as well as directions for future work, are then discussed.

Understanding Work and Life Implications For Workers in the Digital Gig Economy

Jestine Philip, University of New Haven
Mark Davis, University of North Texas

There is currently an increasing trend among the American working population to voluntarily join the 'gig economy'. Millions of workers are engaged in this economy and billions of dollars are transacted. In 2015, 15.5 million people in the U.S. were self-employed and performed gigs like driving for Uber and Lyft; by 2020, over 60 million people will be independent workers/freelancers. New terms like the gig economy, sharing economy, internet freelancing, and eLancing have been created to understand this emerging trend among today's workforce. There is a small, yet highly relevant, body of scholarly literature in Management that is focused specifically on the eLancing economy as a subset of the gig economy. The purpose of this

research is to understand the work- and life-related implications that employment in the gig economy can have on individuals. The study utilizes the Psychology of Working Theory to understand the roles that one's income and volition (freedom of career choice) play in determining the satisfaction and stress that gig workers experience. Consistent with previous findings on work volition, this study revealed that individuals with high work volition relate to higher levels of overall well-being.

Leading Gen Z: Keeping It Real in the Digital World

Tarynne Scott, University of Southern Maine
Elizabeth Goryunova, University of Southern Maine
Daniel Jenkins, University of Southern Maine

Gen Z (aka Digital Natives, individuals born after 1995) is currently the largest U.S. generational cohort (Ozkan & Soulmaz, 2015). As they are coming of age and joining the workforce, their unique characteristics and preferences for leadership, communication style, and collaboration methods are transforming workplace dynamics in ways that are yet to be thoroughly researched and understood. The lack of understanding Gen Z may affect organizations and leaders' ability to communicate with and motivate their new generation of employees (Seemiller, 2017). This empirical study offers insight into Gen Z characteristics and workplace preferences as well as leadership styles effective for engaging and motivating Gen Z. Study findings may benefit organizations' talent management teams, leaders, and leadership educators.

Strategy - Change & Failure; Partnerships & Performance; CEO's & Political Strategy (IDEA INCUBATOR)

Leveraging Ties: The Value and Impact of University-Industry Partnerships

Brent Opall, University of Wisconsin–Eau Claire

This proposed study argues that university-industry collaborations between the firm and institutions of higher education have a positive impact on investors by increasing the competitiveness of the firm. The study takes an instrumental stakeholder perspective using a mixed methodological approach. Specifically, a convergent parallel design in which qualitative multiple-case study data will be complimented by quantitative financial ratios. Hypotheses of this study include: (1) firms with stronger capabilities are more likely to establish university-industry partnerships, (2) investors will be more attracted to firms that establish these relationships, and (3) these joint endeavors foster competitive advantage. This research will make an important contribution practically (better understand impact university-industry partnerships have on firm performance) and theoretically (phenomena hasn't previously been studied using a mixed method methodology from an instrumental stakeholder perspective).

Does CEO Compensation Matter in Corporate Political Strategy?

Mine Ozer, SUNY Oneonta
Ekin Alakent, California State University – East Bay

Do CEOs who are well-compensated invest in corporate political strategy (CPS)? What is the motivation behind their decision? How can CPS be enhanced by CEO compensation? Under which conditions, is CEO compensation more likely to be effective in CPS investments? The purpose of this study is to explore the link between CEO compensation and CPS. This study proposes that CEOs with higher long-term compensation will be more likely to invest in CPS because they want to secure their environment and minimize uncertainties in their firms' environment via CPS whereas CEOs with short-term compensation will be less likely to invest in CPS because they will avoid risky projects and they can view CPS as a risky project. This study also suggests that the relationship between CEO compensation and CPS is moderated by CEO power and tenure.

Understanding organizational failure through an institutional lens

Michael Lewis, Assumption College

In 1990, Digital Equipment Corporation was leader in the minicomputer market and the number two overall computer manufacturer in the United States. The company was ranked number 27 in the Fortune 500 list year with over billion in revenue and over billion in profit (Petre, 1986). Digital Equipment Corporation also employed over 120,000 people and operated in over two dozen countries. It was considered an leading innovator and pioneer in the computer industry with its technology, engineering, and human resource practices. Eight years later in 1998, Digital Equipment Corporation no longer existed, acquired by Compaq Computer. The acquisition of Digital Equipment Corporation was not based on its strength. After years of lost market share, falling revenue and profit, and failed turnaround attempts, Digital Equipment Corporation decided its only path left was to sell the company. The question that remained was how could such an innovative and successful company fail?

My previous research showed that Digital Equipment Corporation failed because it could not adapt to the changing institutional context caused by the emergence of the personal computer (Lewis, 2019). Digital Equipment Corporation was primarily a minicomputer manufacturer and during their eight years of difficulty, the computer industry experienced radical technological change with the emergence of the personal computer. A common and repeated explanation of Digital Equipment Corporation's failure was its inability to adapt to this changing technology. But my research showed that Digital Equipment Corporation was able to quickly adapt and produced what many considered technically superior personal computers. Yet it still failed.

My key finding was that the radical technological change of the personal computer became radical because of its impact on the instituituional context of the computer industry. Digital Equipment Corporation's failure was not necessarily caused by technology but by the institutional change brought on by technology. To develop a deeper understanding of this phenomenon more focus is needed in how institutional change contributes to organizational failure and what strategies are available to organizations on how to deal with type of radical change. Through this research project, I seek to offer a conceptual framework to help build this understanding.

9:00am - 10:00am

Methods III: Computer-aided Text Analysis for Researchers (PDW)

Kevin Taylor, DePaul University

Freud inferred meaning from slips of the tongue and since then language has provided an interesting avenue for exploring research questions in management, for example, how online text informs dispute resolution (Brett et al., 2007), how Twitter updates reveal a user's Big 5 personality profile (Qiu, Lin, Ramsay, & Yang, 2012), and how shareholder letters reveal CEOs' leadership effectiveness (Scheuerlein & Chládková, 2018). This tutorial session will introduce Linguistic Inquiry and Word Count (LIWC), a software application that is widely employed to conduct computer-aided text analysis (CATA) in academic research. According to its authors, LIWC shows how "language reveal[s] our thoughts, feelings, personality, and motivations" ("Linguistic Inquiry and Word Count," n.d., para. 1). This tutorial does not require any specialized computer skills or quantitative background. Participants will leave the session with an understanding of how computer-aided text analysis can be used in their projects, the steps and tools required, and the types of research questions appropriate to address with text analysis via the LIWC software

10:30am - 12:00pm

Theoretical Approaches to Entrepreneurship (ENT)

Access to Resources and Entrepreneurial Well-being: A Self-Efficacy Approach

David Marshall, University of Dayton
R. Gabrielle Swab, Towson University
Erik Markin, Mississippi State University
William Meek, University of Dayton

In this study, we examine an important predictor and outcome associated with subjective well-being for entrepreneurs: access to resources and persistence. We draw on social-cognitive theory to hypothesize a unique serial mediator model in which entrepreneurial self-efficacy mediates a relationship between access to resources and well-being and entrepreneurial persistence. We contend that access to resources helps entrepreneurs feel greater confidence in their abilities resulting in higher levels of well-being during the development stage. We then push the model further by arguing in favor of well-being as an important trigger to continued persistence with entrepreneurial efforts as a result of entrepreneurial self-efficacy and access to resources. Employing an experimental, vignette-based design, we find evidence to support our hypothesized model such that greater access to resources is associated with higher levels of multiple indicators of well-being such as happiness, life satisfaction, and psychological well-being through a self-efficacy mechanism. We also find that entrepreneurial persistence increases through this mechanism as well.

What nonsense! A garbage can model of organizational sensing

Heidi Bertels, CUNY College of Staten Island

Organizations have to deal with unpredictable changes as existing industries transform and new industries emerge. Industries related to higher education, music, hospitality, and retail all face significant uncertainty as barriers to entry are lowered by the Internet, competitors with new business models enter, and industries consolidate, with potentially detrimental consequences to organizations that are unable to adapt. In the context of environmental change that can turn organizations obsolete, we draw on a garbage can model of decision making to theorize about how we can design organizations to increase their sensing capacity, i.e., their ability to be sensitive and responsive to stimuli that signal change in the environment that will require them to adapt significantly. According to the garbage can model of decision making, choices are made when organizational participants dump problems and solutions at meetings. Large successful organizations tend to approach problems and provide solutions from the industry's dominant mindset and to employ participants with expertise that is valued within the current industry paradigm. Because these problems, solutions and participants all originate from the industry's current paradigm, the ability of the organization to sense and respond to change in the industry by making choices is limited. In this paper, we propose that a higher variety of problems, solutions, participants, and choice opportunities will lead to more organization-wide sensebreaking, sensemaking, and sensegiving which altogether will result in a higher sensitivity and responsiveness to environmental stimuli and suggest mechanisms to increase such variety.

In-Depth View of External And Internal Drivers Of Selective Revealing Affecting The Implementation Of Strategic Openness

Saadet Elif Esposito, UMass Lowell

This study utilizes interdisciplinary research to provide a finer grained view of the internal and external factors affecting the decision to implement strategies of openness. A three-pronged theoretical approach is introduced to examine the macro, mezzo and micro factors affecting the decision-making. This beneficial approach provides a more comprehensive view while looking at the various roles of the external environment, organization and leader. Industry competitiveness, organization age and size and leader's personality are some of the likely drivers that may affect the implementation of strategic openness leading to an improved decision-making.

A Mathamatical Framework, Based On Regulatory Focus Theory, Of Angel Investors' Risk-Reward Profiles and Strategic Investment Predispositions

Jonathan Sales

This paper proposes a mathematical framework that characterizes Angel investors' strategic inclinations accounting for the risk and reward uncertainties inherent in funding entrepreneurial ventures. The paradigm is applied to analyze how these strategic inclinations affect Angels' funding decisions and their fit with entrepreneurs, entrepreneurial ventures, and entrepreneurs' presentations. The model is based on Regulatory Focus Theory (Higgins, 1997), which divides persons into two different orientations, a Promotion Regulatory Focus and a Prevention Regulatory Focus. The existing literature considering the application of Regulatory Focus Theory to Angel investing proposed that an Angel's Regulatory Focus orientation affects their funding decisions (Brockner, Higgins and Low, 2004; Mitteness, Sudek and Cardon, 2012). For

example, Brockner et al. (2004: 212) proposed that the greater the congruence or match between the Regulatory Focus orientation (Promotion or Prevention) of an Angel and an Entrepreneur, the stronger the Regulatory Fit, and the greater probability of a positive funding decision. However, the existing literature has not considered the issue at the level of how, within matching Regulatory Focus orientations, the juxtaposition of the relative magnitudes of each separate gain and loss function (sub-components of Regulatory Focus) results in Regulatory Fit or does not produce a Regulatory Fit; and how this thereby affects an Angel's funding decisions. This paper compliments the existing literature by proposing that: (1) Angels' strategic inclinations are modeled by the mathematical framework set forth in this paper that deconstructs Angels' Regulatory Focus gain and loss functions into separate root and power functions. This provides a new perspective to understand how Angels' underlying risk and gain components produce an overall Regulatory Focus, which furthers the theoretical understanding of why and how it influences an Angels' funding decisions. (2) The proposed mathematical framework provides an additional perspective to analyze the Regulatory Fit between Angels and Entrepreneurs at a level deeper than simple congruencies; to the level of juxtaposing the magnitude of the separate gain and risk profiles underlying Angels' and entrepreneurs' Regulatory Focus. This analysis discloses that not all incongruences or asymmetries result in negative funding decisions. a. Instead, Negative Regulatory Value Mismatches do not result in Regulatory Fit and thereby have a negative effect on Angels' funding decisions. b. In contrast, Positive Regulatory Value Mismatches do result in Regulatory Fit for the Angel, and thereby have a positive effect on Angels' funding decisions. Even when they are less congruent (i.e. have greater asymmetry) they have a positive affect on Angels' funding decisions.

The Future of Human Resource Management (HRM)

Yesterday's workers in tomorrow's world – blue collar workers at the age of job automation

Nirit Toshav-Eichner, Peres Academic Center
Liad Bareket-Bojmel, Peres Academic Center

This study seeks to examine the attitudes of blue-, pink-, and white-collar workers toward job automation. In study 1, we established the idea that technological advancement can fulfill two competing functions: to replace human activities ("replacer") or to empower human potential ("enabler"). Using quantitative analysis, we found that 60% of the employees in white-collar professions (office workers) and 55% in pink-collar professions (kindergarten and elementary school teachers/assistants) described technology as an "enabler"—enriching their jobs and expanding human potential. Seventy-three percent of the blue-collar employees (waste collectors, gardeners, and parking inspectors) described technology as a "replacer"—simplifying and reducing human work activities. Study 2 aimed to explore the relations between job automation, fear of job loss, and self-actualization. Using quantitative analysis, we found that the introduction of new technologies at work provides a sense of self-actualization for white- and pink-collar workers with no increasing concerns about being replaced by technology. We found the opposite for blue-collar workers: An increase in job automation was related to an increased fear of job loss, and they did not consider technology as enhancing their sense of self-actualization. We discuss the implications of job automation on different types of workers.

Offshoring and The New Age Employee: Emerging Issues In Human Resource Management

Raza Mir, William Paterson University
Babita Srivastava, William Paterson University

As organizations continue to "offshore" many of their operations across national boundaries, they also reconfigure their relationship with their workforce. In this paper, we examine the impact of offshoring on the employer-employee contract, primarily through the lens of the exit-voice argument proposed by the economist Alfred Hirschman in 1970. Our contention is that offshoring reconfigures the employer-employee relationship, replacing earlier psychological contracts with an increasingly transactional character. We also present a framework of new HR imperatives that confront organizations and employees in the post-offshoring age, and discuss the ethical challenges facing organizational theorists, who must represent this tricky debate fairly in their research and the classroom without taking recourse to ideological formulations which conflate corporate welfare and social welfare.

Exploring Relationships Between Personality Ratings and Computer-based Analysis of Behaviors in Video Interviews

Louis Hickman, Purdue University
Nigel Bosch, University of Illinois
Louis Tay, Purdue University
Sang Eun Woo, Purdue University

Interviews are conducted with the goal of using interviewee behavior to infer interviewee characteristics. These interviewee behaviors include verbal responses, nonverbal behaviors that accompany those responses, and paraverbal behaviors (e.g., pitch, speech rate) associated with the delivery of the responses. With the rise of video interviews, more companies are seeking to apply computer-based analytics to assess interviewee characteristics. Yet, it is critical to determine the extent specific behaviors are related to interviewee characteristics as well as the types of behaviors that can be retrieved through computer-based analysis. As initial steps toward this goal, we compared existing operationalizations of interviewee behavior with behaviors that computers can extract. Then we conducted 467 asynchronous video interviews, collecting both self-reported and interviewer rated five-factor model personality estimates, and used emotion analytics software and closed vocabulary text mining to extract interviewee verbal, nonverbal, and paraverbal behaviors from the interviews. We examined the extent to which computer-extracted behavioral indicators correlated with self-reported and interviewer rated personality traits, as well as whether those relationships aligned with prior research. This paper applies novel data science methods to advance our conceptual understanding of whether behavior and personality can be inferred by computers in employment interviews.

Artificial Intelligence in Hiring: Understanding Attitudes and Perspectives of HR Practitioners

Marcia Robinson, Raye Martin Group LLC

Artificial Intelligence in Hiring: Understanding Attitudes and Perspectives of HR Practitioners Disruptive technologies that enable knowledge work automation through artificial intelligence (AI) and robotics, are changing how middle and higher skilled employees do work and are causing the redesign of organizations across multiple industries. Although research suggests that HR offices have traditionally lagged other functional areas in the adoption of new technology, the current labor shortage and the predictive analytics enabled by big data, are driving the adoption and use of AI tools in the hiring process. This qualitative research study sought to hear the voices of HR practitioners on the use of AI technology in the hiring process and to understand the attitudes and perspectives of those HR practitioners towards the adoption and use of AI in this way. For this study, HR executives, (HREs), HR recruiters (HRRs), and HR information systems analysts (HRISAs) from global organizations headquartered in the Northeastern region of the United States, were interviewed. The data revealed that although HR practitioners acknowledge relative advantage of using AI for algorithm-based-hiring, HR practitioners also acknowledge the value of human contact for successful outcomes in the recruiting process. During the study, HR practitioners affirmed their personal beliefs and feelings about AI while framing their perspectives through organizational change experiences, social or environmental observations and the uses of the technology itself. As technologies continue to usher in the automation of knowledge work, HR practitioners need both interdisciplinary academic and professional development training, to help design the automated workplaces of the future where human and artificial intelligence work side by side to achieve competitive outcomes for evolving organizations.

Resources and Knowledge (STR)

Antecedents of Knowledge Transfer In Global Virtual Teams

Kerri Crowne, Widener University

There has been an increase use of Global Virtual Teams (GVTs) in organizations, yet, scant research examines factors that influence knowledge transfer in these teams. This lack of examination is problematic because a competitive advantage is created in organizations when they can effectively transfer knowledge. Thus, this article builds a conceptual model of the factors that may impact knowledge transfer on GVTs. The model draws on literature on cultural and geographic distance, communication, gender, and skill diversity. A discussion of the model is included, as well as implications for researchers and practitioners. Limitations are also addressed.

Resource-Based View in the Context of Family Firms: A Configurational Analysis

Vasiliki Kosmidou, University of New Haven

This paper draws from the resource-based view of the firm to examine family firm competitive advantages. Applying fuzzy set qualitative comparative approach (fsQCA) on longitudinal data from a cohort of 146 public family firms operating in the manufacturing sector, we provide insight into which combinations or bundles of financial, human and socioemotional resources form the source of competitive advantages for family firms. Our results show that none of the

examined resources is necessary for high family firm performance and that combinations of all three types of resources lead to superior family firm performance. Our findings extend RBV theory and yield important practical implications, which are discussed.

What happens when there is a new guy at work? Tackling the problem of tacit knowledge through social networks.

Alexandra Galli-Debicella, Western Connecticut State University

Tacit knowledge is the key to business continuity and retaining core knowledge during organizational change. Corporations have recognized its importance and implemented knowledge management strategies to ensure valuable knowledge is preserved. While much of the academic research has looked into the nature of tacit knowledge, the role of social networks in maintaining tacit knowledge has been largely unexplored. The following paper seeks to link existing tacit knowledge theory with social network theory through theoretical analysis and literature review. First, social networks are more important when tacit knowledge cannot be codified and when the nature of that knowledge is process-based. Second, while the strength of relationships tends to increase the effectiveness of tacit knowledge transfer, weaker relationships tend to dominate the actual transfer of knowledge. Third, asymmetry in relationships tends to decrease effectiveness of tacit knowledge transfer. The purpose of the paper is to explore when social networks matter more for tacit knowledge communications and what types of social networks are most effective at transmitting tacit knowledge.

Strategic Inflection Points and Management Decision Making

Richard Moran, University of Wisconsin - Superior

Strategic inflection points are significant changes or events that can have a major impact on companies. They can be subtle enough that In some cases managers may not fully understand change is happening and do not adjust their strategies and decision making to the new reality. This conceptual paper examines cases and maps out connections between strategic decision making and strategic inflection points. It also includes a literature review. The paper concludes with a discussion of potential paths to improving methods for mangers to identify inflection points and quickly take appropriate action.

AI, Ethics & HR (IDEA INCUBATOR)

Motivators for Emerging Technology Deployment in Response to Physical Security Risk: The Mediating Effects of Multidimensional Behavior on Artificial Intelligence Surveillance and Active Shooter Victim Survival Rates

Melissa Mellen, Pace University

Technology develops in response to an interplay of history, individuals, and market demand (Tushman & Anderson, 1986). Innovative technology enables the enhancement of basic human needs, such as education, health, and welfare. Organizations view innovative technology as a

way to combat competition by improving productivity, profitability, and quality of operations. (Devaraj, S., & Rajiv Kohli., 2003). "As companies respond to global competition, there is growing recognition of the pivotal role of technology in determining market success" (Council on Competitiveness, 1991; Franko, 1989; Fusfeld, 1989; Mitchell, 1990). Based on this recognition, companies have increased their adoption of advanced technologies and, also, their introduction of technologically sophisticated products (Zahra, S., & Covin, J., 1993). Organizations that allocate large amounts of resources and funds to innovative technology investments operate on faith that returns will occur. Early adopters of strategic technology could have substantive success, but once the technology becomes commonplace, the competitive advantage is lost (Weill, P.,1992). A unique competitive advantage is crucial as it defines organizational capabilities that promote repetitive success (Gogerty, N., 2014). There has been considerable growth in the use of artificial intelligence (AI) within operations management to find solutions to problems that are increasing in complexity and scale (Kobbacy, K.A., Vadera, S., & Rasmy, M.H. (2007). Mass shootings have reached epidemic proportions in the United States, totaling over 100 documented incidents in the past five years. In response to this ongoing threat, AI surveillance was designed as a means to improve human welfare and reduce physical security risk. AI is transforming surveillance cameras from passive guards into keen observers that can identify people, suspicious behavior, and guns by accumulating massive amounts of data that help them learn over time to recognize mannerisms, gait, and dress (Moreno, 2019). Programmed logic, intensified by consistent learning of behavior AI surveillance supersedes human intelligence and intuition. While the literature has explored quantifiable motivators for adopting emerging technology as a means to increase profitability and competitive advantage, there has been limited examination quantifying a tangible motivator of emerging technology when adopted in response to physical security concerns. The purpose of this study is to examine the viability of AI implemented to mitigate physical security risk. We evaluate the mediating relationship of multidimensional behavioral elements, including organizational preparedness, individual vigilance, and emergency response time on AI surveillance technology and active shooter victim survival rate. Through integrating multidimensional behavioral mediating effects, we allow for further investigation into the correlative impact of AI surveillance and victim survival rates through intervening variables (Vuorre, M. & Bolger, N.., 2018). We set forth to investigate the correlation between AI surveillance technology and individual survival rates following an active shooter incident. When conducting post mortem active shooter incident analysis, we examine the percentage of fatality rates within those organizations that implemented AI surveillance versus those that have not. We also consider multidimensional behavioral mediating effects that may contribute to the overall risk mitigation analysis of AI surveillance.

Impression formation: Interactive effects of attire and gender on perceptions of ethical behavior

Kristin Sotak, SUNY Oswego
Barry Friedman, SUNY Oswego
Andra Serban, Virginia Commonwealth University

Attributions of the ethical behavior of others is important on many levels. For instance, ethics is often a selection criterion in staffing decisions and business schools and universities in general stress ethics in their student and faculty codes of conduct. Researchers (e.g., Ambrose & Schminke, 1999) suggest exploring perceptions of ethical behavior as a possible avenue for

understanding ethics in organizations. As Ambrose and colleagues suggest, "Individuals do not react to the truth in organizational settings…they react to their perceptions of the truth. Therefore, understanding perceptions may be even more important to understanding organizational issues" (p. 463). As such, in our research, we want to understand how two variables, style of dress and gender, affect perceptions of ethical behavior.

Transformational Leadership: My Brother's Keeper

Laquita Joyner-McGraw, Southern CT State University
Seungmin Han, Southern CT State University
Sheryl Marciniec, Southern CT State University
Carol Stewart, Southern CT State University

The National Football League (NFL) and the National Basketball Association (NBA) have made recent strides in promoting their core values. Leaders of both organizations have taken stances to discipline players involved in illegal activities by levying fines, suspensions, and even terminations. These actions have not been without public controversy, especially with 24/7 news accessibility in this digital age, making leadership effectiveness all the more critical. While much research has been done on leadership effectiveness outside of the sports industry (namely business or military), little has focused on transformational leadership in sports. My Brother's Keeper's metaphor examines how players, coaches, and general managers can hold each other accountable, along with the role of transformational leadership in the NFL and NBA.

Using Artificial Intelligence to Increase Gender Diversity in Chinese Context

Honghua Li, Morgan State University
Samina Saifuddin, Morgan State University

The aim of the proposed study is to explore the current use of artificial intelligence (AI) in the recruitment and selection of candidates in Asian context namely China. More specifically to investigate the potential to adopt AI-tools in the initial hiring process and to what extent use of AI tools can reduce discrimination against women in China.

Methods IV: Advancing Qualitative Research (PDW)

Advancing Qualitative Research

V.K. Narayanan, Drexel University
Joan Weiner, Drexel University
Jean Bartunek, Boston College

Advancing Qualitative Research Abstract Over the years, there has been a growing gulf between the promise of qualitative research and the pragmatics of skill building and publication. Eastern Academy of Management (EAM) offers an opportune venue for continued dialogue and discussion of issues related to qualitative research. The proposed PDW is an effort to nurture a dialogue on qualitative research in EAM, and broadly in the academy. It is designed to 1) heighten the level of awareness of issues related to qualitative research -- substantive, institutional and publication, and 2) seed the formation of a qualitative research network to assist scholars pursuing this mode of research.

1:00pm - 2:15pm

Ethical and moral responsibility examined (ETH)

Off-duty deviance in the eye of the beholder: Implications of moral foundations theory in the age of social media

Warren Cook, The College of Saint Rose
Kristine Kuhn, Washington State University

Drawing from moral foundations theory, we show that differences in sensitivity to distinct moral norms help explain differences in the perceived (un)fairness of punishing employees for off-duty deviance. An initial study validates realistic examples of non-criminal behavior as reflecting violations of either purity or care norms. Participants in the main study evaluated scenarios in which coworkers were fired for those behaviors, which took place outside of work but were revealed via social media. They were more likely to judge the firing as fair, and less likely to express intent to take retributive action against the responsible manager, if they valued the norm violated by the coworker. This effect was moderated by the presence of a pre-existing organizational policy regarding off-duty conduct, which uniformly decreased negative reactions to the firing. Because social media now makes the revelation of an employee's off-duty behavior to a broad audience increasingly likely, our results suggest the importance of developing an approach for responding to employee off-duty deviance while highlighting the relevance of moral pluralism to the study of third-party reactions.

Student Ethics Scale: Development of a new measure

Tuvana Rua, Quinnipiac University
Leanna Lawter, Wheaton College
Zeynep Aytug, California State Polytechnic University

Academic dishonesty is a prominent issue that higher education in general and business schools specifically have been facing. Empirical findings indicate extended consequences of academic dishonesty into the workplace. The corporate scandals that wreaked havoc in markets and destroyed companies and individual investors have led to the creation of business ethics courses in business schools to educate students to make more ethical decisions, in academic and business contexts alike. Academic integrity and the choice to engage in academic dishonesty, however, are complex constructs, which can't be captured in one course. Business schools need a tool to better understand where their students are developmentally from a moral perspective and assess the ethical climate they currently support, which they can then transform into action to diminish academic dishonesty while promoting virtuous behaviors that can be later translated into the workplace. Using Kohlberg's moral development model as a framework, the authors propose three factors that are engaged when students make these types of ethical decisions: External controls, social controls, and internal controls, and present a three-dimensional, nine item scale to measure the factors.

Field Based Learning and Virtual Teams (MED)

Who's in charge? Designing experiential project courses to expose students to the multi-stakeholder world of work today

Ann Cullen, Tufts University

In appreciation of the conference theme of "Being Human in the Digital World" this symposium will cover a method for analysis and curriculum development of the multi-stakeholder pedagogy of experiential project-based learning. It will first present the FBL Social Network Model, that can be used for this type of analysis and ways it can be applied. The remaining time will be given to discussion of this framework and issues in general on effectively designing Field-based Learning (FBL) courses to prepare students for the digital world of work today.

Managerial Knowledge Acquired through Virtual Team Collaboration on International Entrepreneurial Projects

Ronald Rivas, Canisius College
Joseph O'Donnell, Canisius College
Paul Sauer, Canisius College

This exploratory study evaluates managerial knowledge gained though coordination in international virtual teams. Faculty in US and Chile teaching similar courses formed virtual teams by pairing two students from a private northeastern United States (US) college with two students from a Chilean university. Student teams were required to design a strategic plan for a new business venture. Tests of before project and after project knowledge suggest that both US and Chilean students gain knowledge from the project. This suggests that multinational virtual teams are an effective method for learning business concepts. Mixed results occurred for US and Chilean students concerning virtual team coordination and learning. Test results suggest that coordination with foreign team members had no correlation on US students' gains in managerial knowledge, while for Chilean students ease of coordination with foreign or domestic team members showed significant association with gains in managerial knowledge. Results and implications are discussed.

Multiple Perspectives on Leadership (OB)

Enhancing Project Outcomes: A discussion of cross-generational leadership competencies

Amy Paros, Quinnipiac University
Patricia Kelly, Quinnipiac University
Therese Sprinkle, Quinnipiac University

Research exists in the fields of project management and the professional influences of generations, however, a gap currently exists between the application of employee generational competencies and the work scope included in the planning and execution of actual projects. The purpose of this paper is to explore the separate fields of 'project team management' and 'generational influences at work' to bring together commonality that advances project management practices. Academic peer reviewed journal publications on project team efficiency

and effectivity, and generational influences were considered across industries and business functions. The effort of our review looked to align project work scope and tasks based on generational competencies to increase team effectiveness, project delivery, and achievement of project milestones. Recognizing generational influences in the project environment may support project managers with a crucial awareness to empower a generationally diverse project team. This understanding of generational preferences could effectively lead project teams in milestone execution and increased project performance. An increased awareness of generational differences by project managers could support intensified performance and sharing project goals on multi-generational teams in a way that positively contributes to work scope element execution.

The Power of Backstage Interactions: How Co-Located Subteam Leadership Dynamics Influence Global Team Relations

Leslie Perlow, Harvard Business School
Wenjie Ma, Shanghai University of International Business and Economics
Eunice Eun, Yale University

Global teams often consist of co-located subteams in headquarters and subsidiary locations. In this paper, we explore how the subteam leaders' interactions – within their respective locations and unknown to other global team members (i.e., their backstage interactions) – affect and are affected by interactions among the whole global team (i.e., frontstage interactions). We conducted a concurrent ethnographic study of two global high-technology teams, each with subteam members in the US (headquarters) and China (subsidiary), and attended all of their global meetings—with researchers at both locations at all meetings. This paper contributes a rich understanding of backstage interactions and subteam leadership dynamics, as well as how they ultimately affect longer-term global team relations.

Managerial territoriality in work organizations

Katerina Gonzalez, Suffolk University

The relationship between supervisors and subordinates is a central concern for organizations and organizational studies, as it is critical to effective management. Certain supervisors may focus on constructing, marking, and maintaining territories inclusive of their subordinates. Yet, there is limited knowledge about such managerial behaviors that are rooted in feelings of psychological ownership. The majority of existing work on the behavioral manifestations of psychological ownership is on behaviors that are directed towards non-social targets, such as objects, spaces, and ideas. However, one important aspect of managerial territoriality is the recipient's (i.e., social target) perceptions and reactions, given the potentially large impact such behaviors can have on the subordinate (i.e., job satisfaction and organizational commitment) and the organization (i.e., turnover). This work represents a systematic investigation of managerial territoriality by conceptualizing the leadership construct as an extension of workplace territoriality, and developing a scale to measure such behaviors. I find managerial territoriality has a six-dimensional structure and can have either positive or negative outcomes. These managerial behaviors are aimed at either preventing subordinate extra-team or extra-

organizational defection, but can inadvertently cause subordinates to experience turnover intentions if they feel stifled rather than nurtured.

Micro OB Dependent Variables - Employee Well-Being, Turnover & Work-Life Balance (IDEA INCUBATOR)

Intergenerational Caregiving Research: Concepts, Methods and New Directions

Lisa Calvano, West Chester University

This paper explores a stream of work-life balance (WLB) research that examines how employed caregivers caring for children and elders simultaneously integrate the two roles. Due to worldwide demographic trends, caregiving has emerged as important human resource management concern. However, this topic has not been studied widely in the management literature. Moreover, the research questions, underlying assumptions and methods tend to be narrowly focused. In this paper, I propose that management researchers take a broader approach to capture the rich, diverse and ever-changing experience of employed caregivers who balance multiple identities and roles. The paper begins with an overview of key concepts and assumptions that underpin caregiving research and critiques from feminist and queer perspectives. I will then review the advantages and disadvantages of traditional research approaches. Finally, I will make the case for using qualitative research methods such as phenomenology (e.g. Lindahl, Kaplan, Winget & Britton, 2014) and portraiture (Lawrence-Lightfoot & Hoffman Davis, 1997) to capture the variability and complexity of caregiver experiences and outcomes.

Impact of Job Intensity and Job Fit on Turnover Intentions of Working Immigrants in the United States

Neena Gopalan, University of Redlands
Nicholas Beutell, Iona College
Joseph Grzywacz, Florida State University
Wendy Middlemiss, University of North Texas
Srikant Manchiraju, Florida State University
Sapna Srivastava, Florida State University

We propose a model to test job satisfaction and turnover intentions of immigrants in the US who either hold a visa or a green card to legally work in the country. We argue that job fit and job intensity play a crucial role in predicting job satisfaction and turnover. Results from our study will be helpful to understand the understudied sample of immigrants, especially their work domain dynamics.

Resolving Inter-Personal Conflict at Workplace through Forgiveness

Shiva Nadavulakere, Saginaw Valley State University
Anushri Rawat, Eastern Michigan University

Our study seeks to achieve the following goals: First, we expand the understanding of the forgiveness construct in the workplace context. Forgiveness holds power to repair relationships in the aftermath of an offense (Aquino et al. 2003). Because an organization is essentially a nexus of relationships (Fichman and Levinthal 1991), the return of a normally functioning relationship through forgiveness is likely to be in the best interests of an organization; Second, we seek to explain the connection between conflict, forgiveness and improved well-being and productivity by adopting the framework of attribution theory (Weiner, 1986). According to attribution theory, how individuals perceive a situation directly impacts their behavioral responses and cognitive responses to that event (Martinko and Thomson, 1998; Weiner, 1986); Third, in the context of conflict, we examine the relationship between forgiveness and employee well-being and the relationship between forgiveness and employee productivity. Conflict among colleagues is inevitable, and—left unheeded—associated with significant stress, health problems (both mental and physical), and poor productivity. This study will set out to explore the role of forgiveness in ameliorating these negative impacts.

1:00pm - 2:00pm
Teaching with Cases Online

2:30pm - 3:45pm

Best Experiential Learning Activity Nominees (ELA)

Who gets time off? Prioritizing planned, family responsibility leave requests

Nicole Berube, Royal Military College of Canada

"Family friendly" human resource policies have become commonplace and these require managing requests for time away from work for family-related obligations. Typically, these allow time to care for infants, sick children and aged dependents. More recently, organizations have included pets in such policies. Broadening of the definition of "family" poses challenges for managers since it broadens the scope of justifications for personal time away from work. This exercise intends to help students in HRM courses appreciate the challenges of managing planned family leave. The exercise uses a team decision-making process where students work under different conditions to determine which employees will be given priority for absence from work due to planned family obligations. Thus, the exercise also provides an opportunity to experience group decision-making under various team compositions. The class follows the decision process with a plenary discussion follow. Teaching notes, examples of classroom use and student responses are provided.

Students as Game Designers: Developing Cooperative Strategy Board Games for Training High-Performing Teams

Mariana Lebron, Towson University
Gabby Swab, Towson University
As Millennials and Gen Z rapidly transform the workplace, gamification, the "the usage of game-thinking and mechanics in non-game scenarios" is transforming recruitment, retention, and

training to resolve employee engagement challenges (Ergle, 2015). In Fall 2019, students applied game design in developing board games to train on team building skills. Partnering with a board gaming industry executive, we worked with student teams to design cooperative strategy board games in which the entire team either wins or loses. In this session, participants will design cooperative strategy board games that motivate players to resolve worldly issues, specifically by creating powerful player roles that control valued resources and player actions as key decision-making points. In so doing, participants learn (a) what gamification is and how it can be used to training our multigenerational workforce; (b) how designing board games teach team building skills (communication, conflict management, power, trust-building, problem-solving, decision-making); (c) how to develop necessary cooperative strategy board game elements (player roles and actions); and, (d) about the students' experience by viewing video of students' board games (Espionage Invasion, Crack the Code!; Debt It Go; Time Blast!). Students' risk to innovate has led to current partnerships in bringing their games to the real-world.

OB insights from macro, meso and micro levels (OB)

Attachment, Competitiveness, and Workplace Aggression: A Relational Model of Aggressive Behaviors

R. Gabrielle Swab, Towson University
Paul Johnson, University of Mississippi

Workplace aggression is a harmful, yet relatively common occurrence between co-workers, supervisors, subordinates, and other relations. Research largely focuses on the characteristics of the targets of aggressive behaviors and the aggressive actors themselves rather than the nature of the relationship between them. An exception to this is a relational model of workplace aggression that proposes that aggression depends on the relationship between actor and target (Hershcovis & Barling, 2007). In this series of studies, we draw from attachment theory and competitive personality to develop and test a mediated model of workplace aggression that incorporates employee working models of relationships (i.e. attachment style) with goal interdependence perceptions (i.e. competitive orientation) to predict intentions to act aggressively toward others. Our results find that an avoidant attachment style caused by dissociative relational models promote a preference for aggression during goal achievement through hypercompetitiveness, while other relational models fail to predict aggressive intentions. In addition, we test and incorporate a shortened scale of competitive orientation for greater accessibility in workplace aggression and competitiveness studies.

Profiling Generation Zers: Comparison Review using Myers Briggs Personality Inventory to Educational and Organizational profiles of Generation Zers

Dawn Sime, Southern New Hampshire University

An in-depth literature review showed limited theoretical research on profiling Generation Zers using the Myers Briggs Personality Inventory. Majority of published works centered around comparing and contrasting Generation Z with Millennials, educational goals and job-related choices and behaviors. The purpose of this paper is to provide a profile of college freshman-Generation Zers using the results from the Myers Briggs Personality Inventory. Students enrolled at Southern New Hampshire University; a private college participated in an in-class survey from

fall 2015 to spring 2017. The Myers Briggs Personality Inventory was used to compare student's traits and characteristics with information gathered from educational and personnel surveys.

Embedding Formal Rewards and Effective Communication into Company Culture: A Path to Organizational Agility

Bradley Winton, University of Dallas
Bobby Bean, University of Dallas
Matthew Sargent, University of Dallas
Rosemary Maellaro, University of Dallas

This study explores the systematic beliefs, attitudes, and values of an organization that could create impediments to agility. Specifically, this study examines the link between the formal reward systems and effective communication processes within an oil and gas exploration and production company in the southwestern United States. This study uses Weisbord's Six-Box Model as a basis to develop a better understanding and evaluation of the reward systems and communication processes of the company. We sample all managers and employees within the exploitation department of the company using a mixed method approach that includes a survey and in-depth interviews. We find that the target organization suffers from four prevailing ailments: negatively impacted relationships, informal communication structures, lack of a formal feedback process, and lack of a formal rewards system. In reaction to these ailments, we propose a two-step intervention process to respond to the issues identified in this study.

Politics and Networks (STR)

Do CEOs Actually Value Corporate Political Strategy? The Influence of CEO Characteristics on Corporate Political Strategy

Mine Ozer, SUNY Oneonta

Integrating studies on upper echelons and agency theories, I explore how CEO characteristics, tenure in particular, impact firms' engagement in corporate political strategy (CPS). I propose that depending on CEOs' tenure, firms have varying interests in being politically active, and thus have different incentives to make corporate political strategy investments. In addition, I suggest that CEOs' personal involvement in political activity affects their firms' CPS investments. CEOs' personal involvement in politics could indicate agency problems. To explore further this agency problem, I also examine how CEO duality moderates the relationship between CEO characteristics and CPS. Since CEO duality implies strong CEO power, CEO duality could intensify the agency problems in the context of CPS. Overall, consistent with my predictions, the findings demonstrate when agency problems are more prevalent in the context of CPS investments.

Supranode implications for social media network structures and outcomes

Patrick McHugh, Brown University
Elise Perrault, College of Charleston

Social media network use is expanding rapidly, increasing the spread and scale of information diffusion. Researchers have highlighted important differences between non-social media enabled and social media enabled networks and have noted novel areas of inquiry for researchers to investigate. Leveraging the detailed findings from the March 2019 Report on the investigation into Russian interference in the 2016 [U.S.] presidential election this case study expands our understanding of social media networks with theoretical implications for both network theory and the theory of networks. This paper identifies unique social media network enabled nodes which we term "supranodes." These nodes are versed in network theory and empowered via social media network awareness to socially engineer network structures and outcomes to develop structural capital in support of their initiatives. This paper highlights the features of social media networks that enables these nodes, such as affirmation ties, identifies the mechanisms these nodes use to empower their actions and provides a framework for considering various supranode archetypes. The paper concludes with the implications of these nodes to business and society.

An Examination of Organizational Moral Development as a Prerequisite for Successful Implementation of Creating Shared Value Strategy

Olugbenga Adeyinka, Manhattanville College
Robert Singh, Morgan State University
Susan Baker, Morgan State University

Researchers have begun to explore ways by which businesses can be more beneficial to society, i.e., ways by which businesses can create more positive social impact for society (Porter & Kramer, 2011). Porter and Kramer (2011) describe the concept of creating shared value (CSV) as a business strategy that businesses can adopt to generate higher profits while simultaneously creating more positive social impact for the society (Porter & Kramer, 2011). This paper examines moral development as a variable which determines the success of creating shared value

3:00pm - 3:30pm

Presentation by Interpretive Simulations – Entrepreneur

4:00pm - 5:15pm
Meet the Journal Editors

5:30pm - 6:30pm
EAM Social Hour
EAM Fellows Meeting
Track Chair's Meeting

Friday June 26, 2020

8:30am-9:00am	Morning Coffee: Awards, EAM 2021, EAM-I 2021
9:00am-12:00pm	CASE Hackathon Presentation Session

9:00am-10:15am	Panel/Symposium: Complexity of Heavy Work Investments: Outcomes and Moderators - OB	Teaching and Learning in a Digital World (MED)	Decision-Making, Ethics, and CSR (ELA)	Poster Presentations	Learning & Strategy (IDEA)

10:30am-12:00pm	Social Entrepreneurship (ENT)	Fostering Employee Performance & Development (HRM)	Creating value through growth, and efficiency (STR, IM)	Teams (IDEA)

12:00pm-1:00pm	Break
1:00pm-2:30pm	Leadership (IDEA)

1:00pm-2:15pm	Negotiation and Research Methods (ELA)	An Exploration of Corporate Values (ETH)	Crisis and Productivity Challenges (STR)

1:00pm-2:00pm	CASE Association Business Meeting

2:30pm-3:45pm	Entrepreneurship Education (ENT)	Motivation, Cultural Values, and Ableism (ELA)	Team Processes and Outcomes (OB)

3:00pm-3:30pm	Presentation by Interpretive Simulations
4:00pm-5:15pm	Dean's Panel: Higher Education shaped by COVID - 19
5:30pm-6:30pm	EAM Business Meeting

8:30am - 9:00am
Morning Coffee: Awards, Looking forward EAM 2021, EAM-I 2021

9:00am - 12:00pm
CASE Hackathon Presentation Session

9:00am - 10:15am

Panel/Symposium: Complexity of Heavy Work Investments: Outcomes and Moderators (OB)

Filiz Tabak, Towson University
Aharon Tziner, Netanya Academic College & Peres Academic Center
Mariana Lebron, Towson University

Heavy Work Investment (HWI) is an overarching concept that includes workaholism, job engagement, job passion, job involvement, and more. HWI is defined as consisting of two prime dimensions: time commitment, as in working long hours, and work intensity, as in putting in significant mental and physical effort to work. While workaholism carries negative implications of heavy work involvement, work engagement pertains to positive involvement in work. The purpose of this symposium is to encourage future discussion and investigations regarding the nature of HWI, specifically its outcomes and potential moderators that might impact these outcomes for both the employee and the organization.

Teaching and Learning in a Digital World (MED)

Differentiated Instruction in Management Education: Processes, Outcomes, and the Experiential Learning Environment

Jeffrey Alstete, Iona College
John Meyer, Iona College
Nicholas Beutell, Iona College

Differentiated instruction, the recognition that classrooms have a wide variety of students with differing knowledge, skills, and abilities requiring a range of instructional techniques, is widely used in pre-collegiate classrooms. This concept has recently made inroads into higher education in small but meaningful ways. Management education, however, has thus far been largely untouched by the differentiated instruction movement. This is surprising given the widespread acceptance of various active learning approaches and teaching methods already in use including experiential learning, group projects, cases, simulations, internships, and consultancy projects. One key reason for this disconnect may be that experiential learning theorists and practitioners assume the validity of Kolb's four stages of learning -- concrete experience, reflective observation, abstract conceptualization, and active experimentation -- that largely uses an iterative, sequentially enacted process. Not only may this be an inaccurate assumption, but the validity and usefulness of the entire "learning styles" framework has been called into question. This paper argues that we need to take another look at such Management education applications using the insights offered by differentiated instruction. Differentiated learning may be a useful approach that can help us to enhance learning in heterogenous groups of students by recognizing student readiness. This paper explores differentiated instruction in relation to experiential learning in management education by providing three examples from management courses to illustrate these concepts.

Cheaters Ever Prosper: An Investigation of Faculty Efforts to Police Student Academic Misconduct

Bari Bendell, Suffolk University
Heidi Bertels, CUNY - CSI
Douglas Sanford, Towson University

Integrity is fundamental to the academic enterprise. Without it, the value of any degree from a business school is limited. Student cheating in business schools is a significant endemic problem that poses a threat to the credibility of the academic enterprise. Recently, technology has given students a number of new methods for cheating which are harder to detect than "traditional" cheating including the outsourcing of entire assignments. Schools rely on faculty, technology, and harsh penalties outlined in academic policies to catch and deter student cheating. Using interviews with business faculty, our goal is to study the issues faculty members face when they suspect and investigate student academic dishonesty and attempt to enforce academic integrity. We document faculty stories of academic misconduct and analyze the costs and benefits of enforcing academic misconduct. We find that some faculty members become "second victims" in the context of faculty responses to student cheating as they become personally affected by students' cheating by time, reputational and emotional costs when they enforce academic integrity policy. We conclude with a discussion on the state of academic misconduct in higher education as well as implications for teaching practice. This research relates to the conference theme of "Being Human in the Digital World" as we investigate the effect of digitalization on making cheating more accessible and more accepted among students. The increasing reliance of students on the digital world affects our teaching practice and efforts to police student cheating. While this research is still preliminary, with a limited number of stories collected and analyzed, we recently received IRB approval and will considerably expand our collection of stories over the next few months in time for EAM.

Optimizing student satisfaction measures through teacher presence interventions and contextual awareness in an online course

Patrick McHugh, Brown University
Ignacio Gafo, IE Business School
Christine Baumgarthuber, Brown University
Rebecca Taub, Brown University

Online teaching is growing rapidly in higher education. Faculty approaches successfully used in traditional classroom settings do not necessarily translate smoothly into online environments and new methods are required be effective. In this paper we explore teacher presence, a simple concept in a classroom setting; however, a nuanced construct in online environments. With online teacher presence less can be more and presence must be consciously managed versus being a by-product of the teaching environment. Courses, as in this case, are also contextually embedded within learning management systems and program curriculum that are critical to consider in specific course designs. Through the use of a single longitudinal case study, we track the evolution of an online MBA course from its initial offering through major revisions made to improve faculty performance. Explicit changes to improve faculty presence are discussed and the importance of contextual factor considerations are proposed.

Decision-Making, Ethics, and CSR (ELA)

To the Top": An experiential exercise highlighting leadership, influence tactics, decision making, conflict resolution and communication

Ian Mercer, Auburn University

Leadership, influence tactics, decision-making, conflict resolution, and communication are key topics in many Organizational Behavior courses and Principles of Management courses at the undergraduate level, and feature heavily in various courses at the graduate level. Through the adaptation of a commercial available role-playing / live action role-playing game, students operate in groups of approximately six in this exercise that simulates the assent of a yet unclimbed mountain peak. Through a short, but intensive exercise, students make crucial decisions that either help, or hinder their team. With each group member having a different agenda, the group moves through various group dynamics and decision-making capabilities using and demonstrating the effectiveness of various conflict resolution and influence tactic techniques. Following completion, students reflect upon the techniques and styles used during a group discussion and plenary session. Instructing materials, suggested uses and student reactions are included.

A Nudge Away from a Tuna Sandwich: An Influence Exercise

Steven Meisel, La Salle University

In September 2019 a New Jersey school district instituted a policy of serving only tuna sandwiches to students with overdue meal fees. This "lunch shaming" attempt to force parents to pay-up seemed to punish children for their parents' wrongdoing. It became national news and embarrassed the school district. However, it also created an opportunity to build an experiential exercise around the way organizations could use "Nudge Theory" to encourage people to do the "right things." This session will be a hands-on exercise demonstrating how this case can be used to generate classroom awareness, solutions, and critical thinking regarding organizational influence.

In-Basket Exercise: Is ESG A Competitive Advantage?

Paul Miesing
Raymond Van ness, UAlbany - SUNY

Many organizations use an "in-basket exercise" to assess a candidate's ability to perform an administrative job. In this approach, the candidate is confronted with issues and problems that have accumulated in the manager's "in-basket" after returning to work from an extended absence. They might include memos, correspondences, e-mails, telephone calls, directives, requests, reports, forms, messages, minutes, hand-written notes, etc. from management, supervisors, staff members, colleagues, customers, and other stakeholders. This easy to implement In-Basket exercise offers multiple ESG learning opportunities. While it was developed for an MBA course on "environmental sustainability" it has broader application to critical thinking. The initial intent was to familiarize students with this concept in advance, then engaging in class discussions and finally a more formal presentation. Scholars generally agree

that students can benefit from critical thinking exercises. Rather than jumping to conclusions based on the all-to-easy to access "sound bite," critical thinking provides the individual the opportunity to contemplate opposing issues and form a carefully considered conclusion. The ability to think critically is of vital importance to business management as significant decisions are made related to both corporate financial performance as well as corporate socially responsible behaviors. Hence, it can be used in a variety of management courses from Organization Behavior to Strategic Management; and given its strong ties to finance and accounting could conceivably be used in those as well.

Poster Presentations

Virtual Team Dynamics

Mehnaz Ladha, Pace University
Kate Richardson, Pace University

In an increasingly globalized and technologically advanced world, virtual teams are becoming more and more popular as a means to diversify talent and increase cost savings. Employees, in turn, benefit from the increased flexibility of being able to work remotely. Virtual teams' reliance on asynchronous communication, however, presents them with a different set of challenges than those faced by conventionally collocated teams. Previous research suggests that virtual teams engaging more continuously and frequently exhibit higher levels of trust and are more capable of solving complex problems in environments where they are limited to electronic communication. This study builds on prior research by exploring how virtual team interaction, operationalized as frequency and duration, affect several variables that shape virtual team dynamics. These variables include: job satisfaction, telepressure stress, and affective organizational commitment. This study also seeks to understand how the diversity of virtual teams moderates the relationship between these variables. As virtual teams become an integral part of the global workplace, it becomes important to understand how these types of groups can overcome challenges inherent in virtual environments and the best practices for optimizing team dynamics.

Talent Management on MNCs to Post-90s Chinese

Honghua Li, Morgan State University

1)Young Chinese less eager to join Non-Chinese MNCs. (Cécile Dejoux 2013) 2)Young Chinese transnational rate has far exceeded the average level of employees of other ages in the enterprise. 3)McKinsey researchers claimed better talent management let to better performance. 4)Post-90s who have become the main force in the workplace. 5)The post-90s high level knowledge, innovation, independent thinking. Key words: Post-90s,MNCs,Talent Management

When your resume doesn't make the difference: how objectively do recruiters evaluate and select?

Nicoline Scheidegger, Zurich University of Applied Sciences

Discriminatory behavior in hiring decisions cannot be observed directly. Therefore, correspondence studies have been used, sending matched pairs of qualitatively identical applications to employers that have advertised a job opening. But correspondence studies do not give insight into the role of recruiter's characteristics on the selection and they often failed to consider individual differences in recruiters' tendency to discriminate. This study examines at what stage of selection discrimination occurs, dividing the process into three stages: the selection criteria, the assessment of the applicants' suitability and the decision to invite them for an interview. An online survey was conducted with professional recruiters in Switzerland. According to the methodology of correspondence test, professional recruiters evaluate two resumes with equivalent qualifications on the basis of the position to be filled. The resumes differ only by a gender and an ethnic minority marker. The study reveals biased practices based on gender and ethnicity in the third stages of the recruitment process (selection for interview). These results are relevant because biased decision making often remains invisible in resume screening. Several recommendations are discussed: training, anonymous resume screening, structured checklist, screening of recruiters and artificial intelligence support.

Immigrant Professionals: Stories of Determination, Grit, and Perseverance.

Tejinder Billing, Rowan University

Although immigrants have been an essential component of the U.S. workforce, organizational research has mostly ignored this subset of workforce. It is not surprising that Bell, Kwesiga, and Berry (2010) refer to them as "invisible" to researchers. This is alarming since immigrant professionals make a significant portion of the knowledge and service economy. For example, as per recent data, college-educated immigrant makes about 32% of the computer/mathematical occupation group, 30% of health care support professionals and about more than a quarter of surgeons and doctors in the U.S. are immigrants. It is also important to note that experiences gained from establishing professional and personal lives are different from those of expatriates. Immigrants experience disruptions in significant domains of one's lives (Shaffer, Harrison, Gilley, & Luk, 2001). Harrison, Harrison and Shaffer (2018) argue that immigrants deal with identity changes while leading to status change and raise insecurity. This coupled with the loss of social connections and capital when moving to another country, are more drastic and tumultuous changes as compared to those experienced by expatriates. We argue that immigrants persistently experience stress in their lives, both professionally and personally. The purpose of this research is to examine the hardships experienced by immigrants and see how they lead to positive capacities such as determination, grit, and perseverance. Results from a in-depth interviews discussing these issues will be presented.

The Impact of Emotional Intelligence on Firm Performance: The Mediating Role of Positive Affective Tone

Yolanda Christophe, Morgan State University

Despite the growth of the emotional intelligence field, little is known about the mediating role that affective tone plays on the relationship between emotional intelligence and firm performance. This study extends the emotional contagion theory by examining the impact that

affective tone plays on this particular link. By studying this relationship, management and decision-makers will become more aware about appropriate steps to take when looking to maximize their firm's performance through their employees and the firm as a unit.

Exploring the Characteristics Of Necessity And Opportunity Entrepreneurs In Professional Service Firms

Jonathan Sales, bentley university
Clifton Chow, Bentley University

This article examines certain characteristics of entrepreneurs and whether they are positively related to the entrepreneurs' customer orientation. Specifically, the article focuses on professional services entrepreneurs in the legal services industry. Certain proprietors of firms desired to become proprietors of their own firms. These are characterized as Opportunity Entrepreneurs. Others did not achieve partners in other firms and were forced into self-employment. These are necessity entrepreneurs. The Opportunity Entrepreneurs were forced to focus on client acquisition from the beginning of their law careers or their firms would fail. Necessity entrepreneurs focused on knowledge-based tasks performed for partners at their previous firms. These are not client acquisition-based tasks. Additionally, attorneys that were opportunity entrepreneurs perceived self-employment as the most attractive opportunity. In contrast, attorneys that were forced into self-employment were primarily attracted to other forms of employment. This indicates that they tended to focus on the risks of self-employment. Accordingly, it is hypothesized: H1: Opportunity Entrepreneurs are more client or customer focused. H2: Necessity Entrepreneurs are less client or consumer focused. H3: Opportunity Entrepreneurs are promotion focused under Regulatory Focus Theory. H4: Necessity Entrepreneurs are provention focused under Regulatory Focus Theory.

Learning & Strategy (IDEA INCUBATOR)

Hybrid Models of Exploitative and Explorative Organizational Learning: Convergent and Divergent Levels of Impact

Melissa Mellen, Pace University

Organizational Learning occurs when operating procedures, as a result of operating experience, improve performance. (Lapre and Nembbard, 2010). A critical challenge in organizational learning derives from identifying an approach to operationalize processes that proactively explore innovation while exploiting existing routines that drive performance. The concept of explorative and exploitative learning (March, 1991) explores a bifurcated model of organizational learning theory. Organizations are urged to find a middle ground, combining equal parts innovation paired with the repetition of operating processes that have a proven track record of past success. The inability to do so can result in an imbalance of excess exploration, which carries substantial risk proposition, or a paradox coined myopia, prioritizing exploitative learning methods, which can enable an organization to sustain competitive advantage in the short-term but result in long-term degradative effects. (Levinthal and March, 1993). This paper introduces four hybrid organizational learning strategies, cross evaluated with psychology theory

of convergent and divergent cognitive capabilities that support a weighted combination of both explorative and exploitative methodology, further expanding on the concept of an ambidextrous organization. The hybrid strategy presented in this paper is designated Convergent Exploitation, Divergent Exploitation, Convergent Exploration, and Divergent Exploration. The methodologies explored in this paper map to distribution models in the Roofing Manufacturer Industry. Based on the learning model that supports each identified distribution method, we will then explore the liability risks associated with warranties. The approaches introduced support varying techniques of the related manufacturing models, which vary according to risk appetite. Through introducing hybrid models of exploitation and exploration, we hope to support approaches designed to reduce ambiguity, by offering an authoritative balance of organizational learning.

Hyperlocality and the Decision to Stay Small: Implications for Strategy, Overcoming the Liability of Newness and Smallness in Entrepreneurial Ventures

Pauline Assenza, Western CT State University

When Walmart comes to town the widespread assumption is that main street mom-and-pop businesses will suffer. The belief is that Walmart's economy of scale, resulting in low cost vendor relationships, creates an unequal playing field where competition on price and variety is impossible. Likewise, small niche businesses see Amazon with its economy of scope, and the related ability to pivot quickly into new markets, as an overwhelming adversary. Even a focused differentiation strategy may not succeed once Amazon targets a niche. But small entrepreneurial ventures may be able to succeed even in crowded hyper competitive markets. And they might be able to sustain an advantage without having to scale. How might this be possible? The answer may lie in the global trend toward hyperlocality.

The influence of a learner-centered syllabus on students' perceptions of a supportive classroom environment

Elizabeth McCrea, Seton Hall University

How can we better design a syllabus, so that it is learner-centered and conveys our intention to create a supportive learning environment? My colleague and I want to design a new study to investigate which elements of a syllabus are salient to students. Our goal is to learn what we as management faculty can include in a syllabus to foster students' perceptions of a supportive learning environment.

10:30am - 12:00pm

Social Entrepreneurship (ENT)

Whose Space is it Anyway? How Institutional Entrepreneurs Use Discourse Themes to Reshape Urban Space

Mim Plavin-Masterman, Worcester State University

This paper examines how institutional entrepreneurs use discourse themes to reconcile the multiple, often contradictory institutional logics of the different spheres in which they operate. The reconciliation process is illustrated by using a case study of a Swampscott, Massachusetts town community development office acting as institutional entrepreneurs, attempting to build a public-private coalition to support repurposing abandoned infrastructure into green space. The manuscript extends the Rafaeli and Vilnai-Yavetz (2004) work on the process of interpreting physical artifacts along three independent and important dimensions - instrumentality, aesthetics, and symbolic -- in its focus on discourse themes as a reconciliation mechanism for competing institutional logics.

Entrepreneurship on the margins: the case of illegal entrepreneurship in the small-scale artisanal mining sector in Ghana

Henry Adobor, School of Business, Quinnipiac University

This paper develops a model of illegal entrepreneurship in the artisanal and small-scale mining sector in Ghana. We test the ideas with interview data from entrepreneurs and actors associated with illegal artisanal mining in Ghana. Contrary to the general perception that institutional voids create opportunities for legitimate entrepreneurship, we show that in this case, people may take advantage of institutional voids to engage in illegal entrepreneurial activity. We find that the lack of enforcement of existing laws on illegal mining, and weak property rights regimes, and the community acceptance of illegal mining as a legitimate activity created moral ambiguity leading to the presence of both formal and informal voids that these entrepreneurs exploited. Further, because illegal mining is so widespread, and has a long history in the community, the activity has a degree of legitimacy and carried no moral stigma. Structural factors such as the favorable economic conditions including the ready availability of legitimate gold buyers, the lack of high entry barriers, and the ease of entry into the industry provided an ecosystem that promoted illegal entrepreneurship in the sector. The research provides context and extends the literature on illegal entrepreneurship and institutional theory in an emerging country context.

Cultivating Social Enterprise in the Entrepreneurial Ecosystem

Michelle Ouimette, Pace University

This paper evaluates the entrepreneurial ecosystem construct, and the ways in which entrepreneurial ecosystems, through their resources, supports, and relationships may support local social entrepreneurial activity. Using an interorganizational citizenship behavior framework, this paper considers ecosystem actions and activities through the perspective of member social entrepreneurs, specifically by examining the ways in which ecosystem interactions and relationships - including interorganizational altruism, interorganizational loyalty, interorganizational compliance, and relational embeddedness - strengthen the entrepreneurial self-efficacy and entrepreneurial orientation of member social entrepreneurs. Social entrepreneurship is increasingly pursued as a viable alternative to solving some of the world's longstanding social problems. However, social entrepreneurs are challenged with creating market driven business models that are both financially sustainable, and deliver a positive social impact. Entrepreneurial ecosystems are designed to promote entrepreneurship and economic growth

within the local business milieu. By leveraging the resources, supports, and relationships within the ecosystem, member social entrepreneurs may gain an advantage during the turbulent business start-up phase as they pursue dual objectives of financial sustainability and social impact. This research contributes to the literature on social entrepreneurship, interorganizational citizenship behavior, social entrepreneurial self-efficacy, and entrepreneurial ecosystems.

Outcomes of Entrepreneur Calling on Employees and the Organization: Social vs Commercial Entrepreneurs

Vincent Ogutu, Strathmore University
Ali Unal, Elizabeth City State University

Social entrepreneurs are distinguished from commercial entrepreneurs by their prioritized concern to create social value. This research examines entrepreneurs from the lens of callings since this lens permits an examination of how people with a deep sense of purpose are likely to act and to impact their employees and organizations. This research tests whether social entrepreneurs may have a stronger sense of calling than commercial entrepreneurs and whether they may experience greater engagement at work, communicate their visions more, and therefore have a greater positive effect on their employees and organizations. The survey method was used to test outcomes of callings in entrepreneurship. A total of 341 entrepreneurs completed the main survey. Employees from 83 of those ventures participated in an employee survey. Outcomes of entrepreneur calling included increased entrepreneur engagement, greater entrepreneur communicated vision; reduced employee turnover intentions; increased employee callings; and greater social impact growth. Social entrepreneurs experienced these outcomes to a greater degree than commercial entrepreneurs. This paper therefore identified outcomes of callings in entrepreneurship and identified differences between social and commercial entrepreneurs as examined in the domain of callings.

Fostering Employee Performance & Development (HRM)

The Role of Managerial Mindset on Managing Employee Underperformance

Pete Longhurst
John Austin, Fielding Graduate University

Managing an underperforming employee is one of the most difficult managerial tasks. Academics and practitioners offer managers guidance in the form of Performance Management (PM) processes. These processes, which serve to mitigate risk for the organization, tend to dehumanize or objectify the underperforming employee. In this paper, manager mindset is identified as an overlooked moderating variable in the PM literature that can help managers combat the dehumanizing nature of PM processes. To address this, we consider how Martin Buber's (1971) I-Thou framework can be applied to manager mindsets in these fraught interactions.

Intersections of gender and age for women's restricted career progression in Indian ICT sector

Aparna Venkatesan, University of Sussex

A plethora of studies has documented that women in western contexts often do not choose to pursue computing education or enter ICT careers (Trauth, 2006). However, research on India offered a different perspective that Indian women are increasingly choosing to study computing and enter ICT occupations (Gupta, 2015). Though masculine cultures of engineering observed in the Western contexts that are often cited as the main reason for women's turnover from ICT careers (Adya, 2005; Ahuja, 2002; Trauth, 2006) are not replicated in the Indian contexts (Gupta, 2015; Dhar-Bhattacharjee and Richardson, 2017); yet studies point that almost 48% of Indian women choose to exit ICT careers during junior to middle management transition (Gender diversity Benchmark (2011). It is not clear as to why Indian women choose to exit the ICT workforce (Ravindran and Baral, 2013) despite viewing ICT as gender-neutral in the Indian context (Gupta, 2015). This study adopts an intersectional approach to understand the reasons behind Indian women's restrictive progression in ICT careers during junior to middle management transition. The study adopted a qualitative methodology to interview 30 women participants who left ICT careers during junior to middle management transition. The study suggests that the women experienced less developmental opportunities due to 'age penalty', and eventually 'experiencing career plateau due to less developmental opportunities'. The study also identifies the women's difficulties in approaching male mentors due to concerns for 'respectable feminity'. The study contributes to the literature suggesting the term 'marriage-age penalty' to be one of the important barriers for women's career progression in the Indian context.

The Impact of a Cognitively Taxing Workplace Environment on Efforts to Suppress Prejudice

William Obenauer, Ithaca College

The Justification-Suppression Model of discrimination states that individuals hold underlying genuine biases and that they actively work to suppress these biases. According to this model, discrimination occurs when efforts to suppress fail. Successful suppression requires access to sufficient cognitive resources. If these resources are unavailable, an individual may be unable to suppress genuine biases leading to discriminatory behavior. While the theoretical development of this model has been robust, testing of this model is limited. In this paper, we utilized an experimental design where participants were asked to complete a commonly utilized test of managerial capabilities known as an in-basket exercise. In the phase of the study, we measured scale data such as modern sexism scores and motivations to suppress prejudice. In the second phase, participants completed a sorting exercise where they were randomly assigned to a condition of either high or low cognitive distractions. Following the sorting exercise, we measured participants implicit associations as they pertain to gender bias and attitudes towards prejudice. We then analyzed the data to test the effect of cognitive distractions on efforts to suppress prejudice and discriminatory behavior. To our surprise, we found no evidence of gender bias in our study.

Organizational Benefits of Dyadic Mentoring

S. Gayle Baugh, University of West Florida

Stephanie Maynard-Patrick, University of St. Thomas
The benefits of mentoring for protégés and mentors has been investigated fairly extensively. However, the benefits to the organization have received less empirical attention. This situation is a bit puzzling, given that organizations often sponsor mentoring programs in order to obtain benefits. The organizational benefits of mentoring, including organizational commitment, professional commitment, felt obligation to mentor, protégé sense of competence, and organizational citizenship behaviors were investigated in a sample of firefighters from a fire station in the southwest U.S. In addition, the moderating effects of the quality of the mentoring relationship were considered. Results indicated that there are some benefits to the organization resulting from mentoring and that these effects are enhanced when the mentoring relationship is high quality.

Creating value through growth, and efficiency (STR, IM)

Value Creation: A Study of Firm Growth & Expansion

Anuja Gupta, Rutgers University

In this study, we analyze the value creation of a company over a significant part of its history in order to gain insights into and build theory about how firms generate value as they expand and grow in multiple fields through exploration and exploitation of capabilities.

Developing the Elusive Construct of Speed Efficiency

Minjae Lee, Southern Connecticut State University
Joseph Mahoney, University of Illinois at Urbana-Champaign

We maintain that, despite the importance of speed in the strategy literature, the current definition of speed efficiency has a problem: it draws inconsistent conclusions about relative speed efficiency. First, we use actual firm data to illustrate the problem generated by the current definition. Second, we show that firms whose actual speed efficiencies are equivalent can be empirically mistaken as more or less speed-efficient, and that firms whose actual speed efficiencies are lower than others can be empirically mistaken as more speed-efficient when the literature's current definition is applied. Third, we suggest a new definition of speed efficiency: the extent to which a firm reaches the industry speed frontier. Using simulation data, we show how this new definition solves the problem of ambiguity on speed efficiency. Fourth, we provide an empirical analysis of firm speed efficiency based on our new definition, which generates new findings on firm speed efficiency. We discuss the new findings and their implications to researchers and practitioners.

Emerging Multinationals' control mechanisms for subsidiaries in Europe

Tabitha Muchungu, Morgan State University

Emerging multinational companies (EMNCs) present a new opportunity to further existing knowledge on MNCs and perhaps develop theories that account for the observed differences

with classic MNCs. This study will explore the control mechanisms adopted by EMNCs in developed economies. Using agency theory, this study seeks to compare EMNCs across developed economies in Europe and the degree of adaptation of control mechanisms to local environments. It is proposed that the extent to which an element of control is strategic or operational will determine whether an EMNCs management approach of its subsidiaries will be adaptive or exportive. Several propositions are developed as contributions to the management control literature.

Increasing demand and a tradeoff between speed efficiencies and profits: Evidence from the Liquefied Natural Gas Industry, 1996-2007

Minjae Lee, Southern Connecticut State University

Recently, the resource-based view has achieved substantial progress by recognizing non-scale free property of resources. Building on the non-scale free resource logic, this paper examines how demand conditions within a market impact firms' strategic decision to trade off their speed efficiencies for greater total profits by influencing the opportunity costs of deploying non-scale free resources. I provide two propositions from an analytical model: (1) when product-market demand increases, the total profit from allocating a firm's non-scale free resources to two projects becomes greater relative to that from fully using its non-scale free resources for one project, and (2) firm speed efficiency is always lower when a firm chooses two inefficient projects over one efficient project. Based on these propositions, I empirically test three hypotheses in the context of liquefied natural gas industry in which demand increased rapidly resulting from energy market liberalization in 2000. I find that: (1) firms in the post-shock period (i.e., when product demand rapidly increased after 2000) have inferior speed efficiencies as compared to firms in the pre-shock period (i.e., when product demand was steady and low before 2000); (2) post-shock firms lose more speed efficiencies as they conduct more projects; and (3) a firm's decrease in speed efficiency is associated with the firm's performance increase in the post-shock period, whereas a firm's increase in speed efficiency is associated with the firm's performance increase in the pre-shock period. These findings further our understanding on the tradeoff between efficiency and profit and its connection to industry dynamics.

Teams (IDEA INCUBATOR)

Employee goal orientation and knowledge sharing behavior: Moderating effect of team cohesion

Holly Chiu, Brooklyn College of City University of New York
Guozhen Zhao, Delta State University

Modern organizations rely more on the team structure now. Therefore, team members have to share knowledge and to work well together to achieve team goals. We propose a team member's learning orientation will have an impact on his/her knowledge sharing behavior in the team. We also propose that the team cohesion could be a possible moderator.

Global Teamwork Socialization Challenges: Leveraging Artificial Intelligence to Facilitate the Process

Julia Eisenberg, Pace University

Global teams are associated with many benefits ranging from access to expertise to lower cost of resources. However, there are a number of challenges resulting from the global dispersion of team members. One of such challenges is associated with the socialization process, when a new team member joins a team and needs to be integrated into it. The socialization process is exacerbated by the global dispersion of team members and team leaders, who may not be readily accessible to share the norms and culture of their team with the newcomer. While global teams already heavily rely on technology to collaborate, recent developments associated with artificial intelligence (AI) capabilities may be especially relevant in addressing global team challenges, including the socialization process. The focus of this study is to examine the role of AI in facilitating the socialization process in the context of global team dispersion.

Virtual team performance, generational differences, and social network interactions

Suzanne Edinger, Stonehill College
Matthew Edinger, University of Richmond

Innovation in Global Teams: Evaluating the Role of Team Member Socialization

Julia Eisenberg, Pace University

Organizations are increasingly relying on global teams in innovation-related projects. New team members are frequently brought into innovation teams from across the globe to help address trends associated with the constantly changing requirements, regulatory constraints, latest discoveries, and location-specific limitations, among other factors. Therefore, of particular importance to global innovation teams is the process of new team member socialization. By unpacking the complexity of the socialization process in global innovation teams, organizations can reap greater benefits from the potential utilization of a new team member. This paper aims to conceptualize a theoretical framework of team dynamics that influence employees' socialization in a global innovation-focused team environment.

1:00pm - 2:30pm

Leadership (IDEA INCUBATOR)

Transformation Leadership and Team Outcomes: Exploring the role of Collectivism and Task Interdependence

Ankur Nandedkar, Millersville University

Building on the social exchange theory, this paper explores the propositions that transformational leadership fosters team outcomes such as knowledge sharing and job involvement. The

relationship is mediated by leader member exchange and distributive justice and moderated by collectivism and task interdependence. The primary purpose of the study is to further explore the underlying mechanism that affect transformational leadership and team outcomes.

Developing a Framework to Improve Organizational Leadership in the Kingdom of Saudi Arabia by focusing on Employee Engagement

Abdullah Aldadi, Morgan State University

Organizational leadership had been considered as one of the major issues discussed across different fields. In academic studies, leadership had been marked considerably because of its significance and benefits towards organizational development. The notion of leadership within the organizational context specifically in the domain of human resource development and strategic management has received huge importance because it helps organizations to understand how internal stability can be maintained. The aim of the study is to develop a framework that helps in knowing how Saudi Organizations focuses on employee engagement through organizational leadership.

Gender, Authenticity, and the Intention to Lead

Robin Frkal, Nichols College

This paper proposes a study to further examine the relationship between gender, authentic leadership, and career decisions. It presents a brief literature review upon which the study is framed and outlines potential study methods. It concludes with questions that the author would like to explore with other leadership scholars at the conference.

1:00pm - 2:15pm

Negotiation and Research Methods (ELA)

Negotiate to Survive: An exercise to help develop students' understanding of negotiations

Kristin Sotak, SUNY Oswego
Steven Abraham, SUNY Oswego

To help instructors teach students the meaning of negotiations, and to help students understand the different types of negotiations, we developed the "Negotiate to Survive" activity. In this activity, students work in teams to participate in both distributive and integrative negotiations, in an effort to help them understand the difference between the two. Statistical results show both that the activity helped students understand the difference between the two negotiation types and that they enjoyed participating in it. Student comments support the statistical results.

Worth A Thousand Words? A Picture-Based Experiential Exercise for Introducing Research Models

Melanie A. Robinson, HEC Montréal
Denis A. Grégoire, HEC Montréal
Marine Agogué, HEC Montréal
Joëlle Bissonnette, HEC Montréal
We present a picture-based experiential exercise designed to help students i) learn about research models, ii) distinguish between outcome, predictor, and moderating variables, and iii) select appropriate research designs and data collection methods to examine possible relationships among the variables of interest. To launch the exercise, we first present students with two research models containing limited information (for instance, empty "predictor-boxes" targeting a given outcome or a given predictor targeting empty "outcome-boxes"). We then ask students to work in small groups to complete the models, albeit with a twist – drawing upon experiential learning (e.g., Kolb, 2015), we ask groups to leave the classroom and use their smartphones to take photographs that represent the variables that they wish to integrate into the models. After outlining the material and procedures for mobilizing the exercise (and variations thereof), we discuss how the activity could be easily adapted by instructors interested in using the exercise in different courses and disciplines.

Carli Wonderstar

Joao Neves, College of New Jersey

Carli Wonderstar involves a negotiation between a women's soccer club and a former player. Two experimental situations are imbedded in the exercise in order to highlight from an empirical perspective the importance of preparation and the probing of interests in integrative negotiations.

An Exploration of Corporate Values (ETH)

Values and the rural-urban divide in social innovation transfer

Imran Chowdhury, Wheaton College (MA)

This paper seeks to understand the process of knowledge between a pair of social enterprises, organizations that are embedded in competing social and economic logics. Through a longitudinal case study of the interaction between social enterprises operating in emerging economy settings, my study uncovers factors which influence the transfer of a social innovation from a dense, population-rich setting to one where beneficiaries are geographically dispersed and the costs of service delivery are correspondingly elevated. It does this by answering the following research question: how do social enterprises use partnerships to transfer innovations across geographic boundaries? Evidence from the case study suggests that institutional bricolage can serve as potent driving force in driving innovation transfer, and that the process or re-combining available resources may be facilitated by the extent to which the values between partner social enterprises are aligned. With such alignment, social enterprise partners may be able to increase trust, develop a smoother knowledge-transfer process, and find practical solutions which facilitate the transfer of a life-enhancing social innovation to neglected rural settings.

Leaders Should be Vulnerable, Just Not About Everything: The Dimensions of Leadership Vulnerability

Ronald Dufresne, Saint Joseph's University
Brittney Welde, Vanguard Group

In both the popular and the academic literatures, there is a common prescription that leaders ought to display humility in the form of increased vulnerability (e.g., Brown, 2012; Ou, Waldman, & Peterson, 2018; Owens & Hekman, 2016; Wright, 2015). The current study proposes and tests theoretically-informed dimensionality of leadership vulnerability. These dimensions represent different ways leaders can expose themselves to reputational harm by admitting to mistakes and shortcomings. Employing a vignette-based survey study with a sample of 336 working professionals, we found support for leaders displaying ability-based vulnerability, as this was related to higher perceptions of leader effectiveness. However, more negative perceptions of leader effectiveness emerged from leaders displaying benevolence- and integrity-based vulnerability. Leaders who admitted to being dishonest were also seen as being less trustworthy. We also studied the effects of leader gender on vulnerability, finding there is no difference in perceptions of effectiveness for male and female leaders. The study offers insights regarding which types of vulnerability may benefit and which types may harm perceptions of leader effectiveness and trustworthiness. Ultimately, we find that the prescription for leaders to be vulnerable needs to be more nuanced as it depends on the type of vulnerability exposed.

Industrial Democracy in the Age of Conscious Capitalism

Omid Nodoushani, Southern CT State University
Gregory (Gadiel) Robbins, Southern CT State University
Carol Stewart, Southern CT State University

Some consider conscious capitalism as an oxymoron! Others view conscious capitalism as an enlightened version of capitalism operating in a digital world. This paper argues that the greatly increased emphasis in our civilization today on expanding one of the oldest and most basic values, the idea of democracy, has given the public an interest in wanting more participation in the decision-making processes that vitally affect their welfare. It is the thesis of this paper that and extension of participative decision making into capitalism could develop what is called a theory of industrial democracy in the age of conscious capitalism.

Crisis and Productivity Challenges (STR)

Evaluating Crisis Readiness: A PLS-SEM Perspective

John Parnell, University of North Alabama
William Crandall, University of North Carolina - Pembroke

This study investigates several drivers of crisis readiness, including market turbulence, innovative capacity, perceived likelihood of a crisis (PLC), and firm size. Results from a PLS-SEM assessment of 284 managers in the United States suggest that market turbulence drives

PLC, innovative capacity, and crisis readiness. Managers who anticipated a potential crisis in their organizations (i.e., high PLC) also reported higher levels of crisis readiness. Managers in SMEs were more likely to expect a crisis in their organizations, but less prepared to address one when it strikes. Managers in innovative firms also exhibited a higher crisis readiness.

Surviving the incubation stage and beyond: Entrepreneurs' personal network, degree of involvement, and start-up survival in India and the U.S.

Raja Roy, New Jersey Institute of Technology
Shanthi Gopalakrishnan, New Jersey Institute of Technology
Xi Zhang, New Jersey Institute of Technology
Cesar Bandera, New Jersey Institute of Technology

We explore how the entrepreneurs' personal network and degree of involvement in their new venture differentially affect the firm's ability to survive the incubation and post-incubation stages in India and the U.S. Relying on data from the Global Entrepreneurship Monitor (GEM) dataset to demonstrate the key contextual differences between India and U.S., we find that an entrepreneur's personal network helps the start-up survive both the incubation stage and the post-incubation stage. However, the effect is significantly different for the U.S. firms than for Indian firms during the two stages. We also find that while startups of self-employed entrepreneurs are more likely to survive the incubation stage in India, whereas startups of entrepreneurs who are employed full-time elsewhere are more likely to survive the incubation period and even beyond incubation in the U.S.

The Impact of External Factors on Productivity: Changes in Freight Railroad Productivity due to Deregulation and Economic Recessions

Shani Carter, Wagner College, Nicolais School of Business

Studies of productivity have often focused on internal factors such as, employment, prices, and profit. This study examines the effects of deregulation and economic recessions on several measures of productivity using the case of the freight railroad industry. Following its deregulation in 1980, the freight railroad industry initiated a retrenchment and turnaround strategy to reverse the chronic pattern of decline that had produced numerous bankruptcies. It began cutting costs and investing in new products, services, and technologies to increase competitiveness. Results show that deregulation had a positive impact on capital and labor productivity, and that economic recessions had a negative impact on capital productivity but not on labor productivity.

1:00pm - 2:00pm
CASE Association Business Meeting

2:30pm - 3:45pm

Entrepreneurship Education (ENT)

Do Collegiate Business Schools Influence Student Entrepreneurial Propensity?

Raymond Van Ness, University at Albany

Entrepreneurs flourish from China to the U.S. and yet little is known about the influences acting on an individual's motivation to risk personal finances, relationships, and professional reputation to pursue entrepreneurial activities. Motivation and behavior theories have been offered as a partial explanation, but knowledge of the influences acting on these motivations and behavior tendencies remains sparse. We theorize there are multiple exogenous forces acting on entrepreneurial propensity, and despite changing perceptions, values, and behaviors of the newer generation of students, collegiate schools of business continue to play a relevant role in the process. Testing this theory requires a dual construct approach. We propose combining Ajzen's TPB model with Bolton and Lane's IEO, as a platform for a new paradigm to assess B-School entrepreneur-related influences. This model focuses on perceptions of entrepreneurial behavior and on acquired behavior tendencies. The objective of the model is to provide a durable framework for future empirical studies of B-School efficacy in nurturing latent entrepreneurial propensity.

Entrepreneurial Intentions: Does Entrepreneurship Education Matter In

Abdul Azeez Lawal, LagosState Polythecnic
Hameed Ojodu, LagosState Polythecnic

This study assessed the relevance of entrepreneurship in business and engineering education. A survey of randomly selected Lagos State Polytechnics business and engineering students was conducted by means of self-administered questionnaire. Analysis of data revealed increasing level of entrepreneurship education and entrepreneurial intentions in Nigerian institutions. However, business students are better exposed to entrepreneurship education and have more intensity of entrepreneurial intentions than engineering students. Moreover, entrepreneurship education affected entrepreneurial intentions positively. The findings of the study demonstrated the relevance of entrepreneurship education and entrepreneurial intentions in successful small business ventures. Hence, Nigerian students must be equipped with entrepreneurship skills and experience to compete in the global environment.

Budding Entrepreneurs: The Effects of Parental Role Models

Erin McLaughlin, Missouri Western State University

This paper addresses the effects of parental role models on the strategic actions of entrepreneurial firms. Based on the Theory of Planned Behavior, and Social Learning Theory, this paper explores the following three variables as mediators to the relationship 1) attitude toward business ownership, 2) perceived family support, and 3) entrepreneurial self-efficacy. By addressing strategic actions at the firm-level, this study has the ability to influence vital entrepreneurial tasks such as growth and profitability.

Motivation, Cultural Values, and Ableism (ELA)

Mitigating Information Overload: An Experiential Exercise Using Role-Play to Illustrate And Differentiate Theories Of Motivation

Marie-Colombe AFOTA, HEC Montreal
Melanie A. Robinson, HEC Montreal

Work motivation is a core component of many management courses. However, its effective teaching can be hampered by the abundance, fragmentation and seeming incoherence of the various theories of work motivation. The present exercise is designed to address this challenge and facilitate students' understanding of several theories of work motivation. More specifically, we describe an interactive role-play activity that induces students to synthesize, apply, and compare several theories. In the first part of the exercise, students work in small groups to prepare a short role-play that illustrates one theory of motivation. In the second part, groups present their role-play in front of the class, and the rest of the students try to guess which theory was performed. The debriefing session encourages students to discuss, compare, and contrast the theories. In this paper, we provide detailed instructions for the activity and strategies to conduct the debriefing session. Though the exercise focuses on four theories of motivation ─ Maslow's hierarchy of needs, Herzberg's two-factor theory, Vroom's expectancy theory, and Deci and Ryan's self-determination theory ─ the activity can be easily adapted to incorporate other theories that may be covered in a variety of courses related to organizational-behavior and motivation.

Speed Interviewing - Violating Cultural Values

Laurie Levesque, Suffolk University
Greg Beaver, Suffolk University

This exercise pairs participants to take turns as an interviewer who provides brief workplace scenarios and then judges the interviewee's answers along dimensions of cultural values that are drawn from the GLOBE project (Javidan & House, 2001). The fast-pace focuses participants' attention on answering with little time to consider cross-culturally acceptable responses. The debrief focuses on understanding each dimension and how it can manifest in the workplace, using participants' responses as examples where possible.

Helping our students to understand their ability "blind spots": An online experiential learning exercise

Paul Szwed, Massachusetts Maritime Academy
Laurel Goulet, Massachusetts Maritime Academy

This online experiential learning exercise allows students to explore how people with sight-impairment "read" documents and digital media using screen readers. It provides students with a sample memorandum to review for communications effectiveness. Then, by using a freely downloadable screen reader (and/or an enabled text-to-talk feature) and an embedded accessibility checker, students will evaluate the accessibility of the sample memo. With an altered appreciation of the audience (now more personally aware of sight-impairment disability), students will revise the memo using universal design principles and best practices for creating

accessible documents. Using those experiences, students will be guided to reflect upon other disabilities and accommodations in the workplace, and will explore ability privileges and create a plan to identify, monitor and control their ability "blind spots." >>>Note: In order to make the most of this experiential learning session, interested participants are requested to complete the online exercise in advance https://www.oercommons.org/courseware/lesson/61136/overview

Team Processes and Outcomes (OB)

Two Sides of The Same Coin: An Integrative Theory Of Team Hierarchy Strength Changes

Karoline Evans, Manning School of Business; University of Massachusetts Lowell
Bret Sanner, LaPenta School of Business; Iona College

We integrate the two predominant theoretical viewpoints on informal hierarchy, the functionalist and conflict perspectives, to develop and test a theory about why and when teams' informal hierarchy strength changes as well as how those changes can be affected and affect performance. Drawing from the functionalist view that informal hierarchy facilitates progress and the conflict perspective that excessive hierarchy can induce status contests, we hypothesize that high and low pressure is followed by hierarchy strength increasing and decreasing. Because pressure starts off low then increases at the midpoint in project teams, project teams' hierarchy strength should decrease during the first half and increase after the midpoint. Combining functionalist trade-offs in hierarchy strength changes with conflict research on status contests further implies that dramatic increases in hierarchy strength after the midpoint harm performance. We also integrate both perspectives' research on how the most influential member affects the hierarchy to propose that the extent to which hierarchy strength increases depends on the most influential member's personality. A most influential extraverted member, inclined to direct the team, leads to hierarchy strength increasing more; a most influential neurotic member, inclined to encourage input from the team, lessens the extent to which hierarchy strength increases. These hypotheses are supported by four waves of data from student consulting teams. Our findings help advance a more dynamic approach to studying informal hierarchy by investigating within-team changes in hierarchy strength. They also help create the foundations for a theoretically integrated approach to understanding hierarchy.

Can Workplace Spiritual Diversity Contribute to Functional Team Performance? Have Faith in its Potential

Bryan Schaffer, Florida Gulf Coast University
Joseph Leah, Florida Gulf Coast University
Gerald Schoenfeld, Florida Gulf Coast University

In this paper, we explore a new concept of importance when examining the mix of individual differences that has relevance for teamwork in organizations, workplace spiritual diversity (WSD). Consistent with prior research, the WSD construct is operationalized along three key dimensions: inner life; meaningful work; and community. A new framework is proposed, suggesting numerous possibilities for team composition along WSD. Given the importance of workplace spirituality, the implications of the WSD construct are discussed and explored in

terms of facilitating our understanding of team dynamics and performance. In developing the WSD construct, we hope to add more insight to frameworks that attempt to understand the potential benefits of deep-level diversity in team environments.

A Moderated Mediation Analysis of the Dynamics Between Team-Member Exchange And Turnover Intentions: Impact of Work Engagement And Leader-Member Exchange

Filiz Tabak, Towson University
Or Shkoler, Independent Researcher
Mariana Lebron, Towson University
Edna Rabenu, Netanya Academic College

We investigate the connecting mechanisms of the relationship between team-member exchange quality and employee turnover intentions. Specifically, our study explores whether and how work engagement may mediate this relationship and whether leader-member exchange quality may moderate any such mediation. Our findings provide support that the impact of team-member exchange quality on reducing employee turnover intentions passes through employee work engagement; that is team-member exchange quality positively influences work engagement which is negatively related to turnover intentions. Our findings further show that in high and moderate leader-member exchange quality conditions, the impact of team-member exchange quality on work engagement is stronger. In addition, in high leader-member exchange quality conditions, the impact of work engagement on lowering turnover intentions is stronger. Implications of our findings are discussed for practice and for future research.

3:00pm - 3:30pm
Presentation by Interpretive Simulations – HRManagement

4:00pm - 5:15pm
Dean's Panel: Higher Education shaped by COVID - 19

5:30pm - 6:30pm

EAM Business Meeting