

EAM-I Managing in a Global Economy XVIII

Managing in Multicultural Environments

Dubrovnik, Croatia
16 June - 20 June | 2019



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PREFACE

Welcome to the 2019 EAM-I Conference in Dubrovnik, Croatia. The conference is designed to foster an international exchange of management research and practice among scholars and managers from around the world. The conference theme, "Managing in Multicultural Environments," was chosen recognizing the importance of ever-increasing complexities of managing organizations both within themselves and between one another. This has become particularly timely while in the midst of escalating global tensions in trade tariffs, negotiations, and agreements between nations, their governing bodies, and corporations. Therefore, scholars were invited to explore research that looked at past (retrospect) and future (prospect) challenges and opportunities that these multicultural businesses face in engaging with the rest of the world.

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Scholars from 23 countries across six continents have contributed and are gathered to participate in this dialogue with each other. It is our hope that all would concur that the Program of this conference has stimulated your thinking and deepened your perspectives about the economic, cultural, technological, sustainability, and ethical factors that affect managers and leaders in the 21st century global economy.

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Finally, we would like to thank Brandon Charpiéd of UpScholar Academic and Conference Management Services for being on call to support the conference from beginning to end.

Program Chair

Marie-Line Germain, Western Carolina University

Coordinators

Shalei Simms, SUNY Old Westbury
Donald Hudspeth, RIT Croatia | Irena Guszak Cerovecki, RIT Croatia

ABOUT RIT CROATIA

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EAM-I Managing in a Global Economy XVIII

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The Eastern Academy of Management – International

A regional affiliate of the Academy of Management, the Eastern Academy of Management sponsored the first Managing in a Global Economy Conference in Tilberg, Netherlands in 1985. The success of the first EAM-International conference led to a series of biennial international conferences organized by EAM-I in partnership with local host universities in locations around the world. The EAM-I conferences are a source of international collaboration and learning among academics and practitioners.

Past Sites

2019: Dubrovnik, Croatia: RIT Croatia
2017: Gold Coast, Australia: Bond University
2015: Lima, Peru: CENTRUM Catolica , PUCP
2013: Seville, Spain: Universidad Pablo de Olavide (UPO)
2011: Bangalore, India: Indian Institute of Management Bangalore
2009: Rio de Janeiro, Brazil: Pontifical Catholic University of Rio (PUC-Rio)
2007: Amsterdam, The Netherlands: Vrije Universiteit
2005: Cape Town, South Africa: University of Cape Town
2003: Porto, Portugal: Universidade Católica Portuguesa
2001: San Jose, Costa Rica: Instituto Centroamericano de Administracion de Empresas (INCAE)

1999: Prague, Czech Republic; CMC Graduate School of Business
1997: University College Dublin, Ireland
1995: Nanyang Technological University, Singapore
1993: The Paul-Lobe Institute, Berlin, Germany
1991: CERAM ESC Nice-Sophia Antipolis, France
1989: Chinese University of Hong Kong
1987: Deree College, Athens, Greece
1985: Tilburg, the Netherlands; Tilburg University

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Sunday | June 16

Sunday | 3:00PM - 6:00PM in Hotel Lero

Conference Registration

Conference materials and name badges can be picked up at this time.

Sunday | 6:30PM - 8:30PM in Hotel Rixos

Welcome Reception

Hosted at the Hotel Libertas Rixos, a five-star hotel situated on the cliffs above the sea overlooks the natural and historical beauty of Dubrovnik. The Opening reception will be held in the Lobby Bar situated as you walk into the main reception area. The Lobby bar which offers indoor and outdoor seating is especially popular as its terrace offers views that will for sure be perfect photo opportunities. Finger food and drinks will be served in the Lobby bar area.

Monday | June 17

Monday | 8:00AM - 9:00AM in Hotel Hilton, Outside Ballroom

Conference Registration

Conference materials and name badges can be picked up at this time.

Monday | 8:30AM - 9:15AM in Hotel Hilton

Opening Welcome

Welcome to EAM International 2019! The Opening Welcome will be presented by:

RIT Croatia

Don Hudspeth, President & Dean

Dr. Irena Guszak Cerovecki, Associate Dean & EAM-I Local Arrangements Host

Eastern Academy of Management International

Dr. Marie-Line Germain, Program Chair

Dr. Joy Schneer, EAM-I Senior Director

Monday | 8:30AM - 9:15AM in Hotel Hilton

Opening Keynote Address: Mato Frankovic, Mayor of Dubrovnik

Mato Frankovic comes from Dubrovnik, Croatia. Even while studying at RIT Croatia, Mato worked on building his professional career in tourism and the hospitality industry. He was the General Manager of Generalist Dubrovnik while also being an active member of the Board of Trustees for the Maestral group of hotels. In 2009 he became the General Manager of ACI Marina Dubrovnik and stayed in that role until 2017 when he became the Mayor of the City of Dubrovnik. Mato is active politically and is a member of HDZ political party. He is married and is a father to two young daughters.

Keynote Topic: Challenges Facing Dubrovnik Tourism

From earthquakes to war, Dubrovnik has always been able to recover and sustain its allure as paradise on Earth for visitors and tourists alike. With its success as both a location site for Game of Thrones and the latest edition of Star Wars, combined with its popularity as a cruise port in the Mediterranean, Dubrovnik is one of the most popular tourist destinations. The iconic status comes with both opportunities and challenges.

Parallel Sessions to Follow are Located at RIT Croatia

Monday | 9:15AM - 12:00PM in RIT Croatia, Ground Floor

Conference Registration

Session Chair: Jean McGuire, *Louisiana State University*

Increasing Compulsory Citizenship Behavior and Workload: Does Impression Management Matter?

Fang Liu *Guangzhou University*

Irene Hau-Siu Chow *Hang Seng University of Hong Kong*

Yuanyuan Gong *Okayama University*

The present study focuses on the dark side of IM, and proposes that IM tactics (ingratiation, exemplification, and their interaction) positively affect workload through the mechanism of compulsory citizenship behavior. We tested our hypotheses with data from 298 employees in China. Results revealed that ingratiation, exemplification, and their interaction, are positively related to workload, and compulsory citizenship behavior plays a mediating role in all of these relationships. We discussed the theoretical and practical implications of this study.

Being on The Same Page: Longitudinal Relationships Between Employee-Unit (in)congruence In Customer Orientation, Person-Organization Fit, and Customer-Oriented Behaviors

Tremblay Michel *HEC Montreal*

Xavier Parent-Rochelleau *University of Quebec in Montreal*

This study examines the longitudinal effects of employee-unit objective congruence in customer orientation (CO) on the intra-individual change of subjective person-organization fit (P-O), and the mediating influence of P-O fit in the relationship between CO (in)congruence and the change in employees' customer-oriented behavior. We performed polynomial regression and random coefficient modeling using longitudinal data from 1065 frontline employees in 225 pooled stores. Results overall provide support for our hypotheses. Whereas agreement on high CO leads sharper increase of P-O fit than agreement on low CO, we found that CO incongruence was deleterious only when unit CO exceeds employee CO.

Examining Temporal Demands of Work and Temporal Preferences of Individual: A Person Job Fit Perspective

Tejinder Billing *Rowan University*

Although organizational behaviorists acknowledge the importance of time, relatively little research has used the concept of person-job fit to explain the impact of time on human behavior at work. Using person-job fit theory, this paper analyzes how individual temporal preferences and time demands of work interact to produce role-based stress through role ambiguity, role conflict, role overload, and underutilization of skills. The analysis provides research propositions for the misfit between an individual's temporal orientation and temporal demands of work and specific role stressors. We also discuss the theoretical and practical implications of our analysis.

Session Chair: Susan Perkins, *University of Illinois - Chicago*

Asian Immigrants in Leadership Roles in The United States: Implications for Leader Development

Ramil Cabela *Celgene Corporation*

Cultural identity and resource availability aspects in traditional leadership development literature remain understudied, especially among minority populations like Asian immigrants. This phenomenological study explores the leadership journeys of United States immigrants from China, India and the Philippines, and reveals that their pathways to leadership reflect an adaptation process that appears to interact in complex ways with individual, organizational, and societal resources available to them. Migrant leaders overcome assimilation challenges and leverage their unique individual human capital to enhance their chances of success. Findings suggestive of a relationship between leveraged or suppressed cultural traits and leadership styles are explored.

Exploring Leader Identity Construction and Gender: A Bioecological Approach

Kelly Fisher *West Chester University*

Wendy Fox-Kirk *Weber University*

This paper introduces Bronfenbrenner's Bioecological Model of Human Development as a useful theoretical framework that explicitly recognizes the influence of complex hierarchical systems on leader identity construction at multiple levels. We provide a rationale and in-depth discussion to demonstrate how Bronfenbrenner's model can provide an integrative framework through which the relationship between individual and contextual factors on leader identity construction can be explored, both theoretically and empirically. Support for the model is provided by drawing on the narrative analysis of an in-depth interview with an Indian woman in Higher Education in the UK as an illustrative exemplar.

Can Female National Leaders Mitigate the Negative Effects of Racial Diversity?

Susan Perkins *University of Illinois - Chicago*

Jaee Cho *Hong Kong University of Science and Technology*

Katherine Phillips *Columbia Business School*

Negin Toosi *California State University*

Racial/ethnic diversity within groups, organizations, and even countries can have negative externalities if left unmitigated. The effects of inequality and exclusion can hinder overall productivity. Surveys from over 244,000 subjects in 77 countries revealed that female leaders are associated with greater tolerance for diversity and self-expression, especially in highly diverse countries. Lastly, analysis of over 5,800 leader-year observations in 126 countries from 1950 – 2009 revealed that female leaders in highly ethnically diverse countries had mitigating effects on diversity that resulted in positive economic growth.

Session Chair: Kamala Gollakota *University of Redlands*

Uncovering Insurance Fraud: A Team-Based Activity to Teach About Social Loafing

Diana Smrt *University of Michigan Dearborn*

I bring to the classroom the experience of an escape room game. The game's scenario, inspired by a true case, tasks students to unravel the mysteries surrounding an insurance fraud scheme. The game is intended as an experiential activity that allows students to experience the dynamic interactions among team members in collaborative settings. More specifically, the game targets students understanding of social loafing and some of the moderating factors to this phenomenon. The game can be done in one quick-paced 75-minute class session.

Exploring the Effectiveness of a Cross-Cultural Virtual Teams Exercise with Croatia- and U.s.-Based Undergraduate Students

Maja Vidovic *RIT Croatia*

Michelle Hammond *Oakland University*

Jenna Lenhardt *Virginia Commonwealth University*

Michael Palanski *Rochester Institute of Technology*

Joy Olabisi *Rochester Institute of Technology*

The authors conducted a cross-cultural virtual team experiential exercise with 322 undergraduate students on 93 teams at three university campuses-two in the USA and one in Croatia. The purpose was to facilitate learning and skills enhancement for both cross-cultural collaboration and virtual collaboration as part of Organizational Behavior classes at the respective universities. Pre- and post-tests of cross-cultural efficacy and virtual team efficacy over the 6-week project demonstrated a significant increase in virtual team efficacy for traditional on-campus students, but no significant increase in cross-cultural efficacy. We provide a description of the exercise, lessons learned, and suggestions for future use.

Leading as Surrendering: Letting Go of One's Resistance to What Is, In Order to Discern How to Effectively Respond

Matthew Eriksen *Providence College*

Tom King *Providence College*

This exercise helps leaders recognize and explore situations in which they are refusing to accept their current reality because of its implications to such things as their self-worth, values, fundamental beliefs, or the way they believe things ought to be. The exercise then has them identify their default reactions in this situation. They explore the current consequences of their reactive responses. Next, participants are guided to identify alternative responses to the situation. Finally, they discern a preliminary action that they can take that will lead to more positive and meaningful outcomes.

Adaptive and Personalized Learning Environments in Global Online Management/business Education

Rose Baker *University of North Texas*

Malar Hirudayaraj *Rochester Institute of Technology*

Intelligent tutoring systems have been used in management and business education to help learners master problem solving, reasoning, planning, learning, perceiving, and acting. Development of adaptive and personalized learning environments have the potential to further develop these skills in management and business education students. Cultural misunderstandings can lead to reduction in student participation and performance. Integration of international content has been found to reduce disparity within groups. An overview of intelligent tutoring systems, adaptive and personalized learning environments, and importance of cultural context are provided. Recommendations for instructional designers are presented.

Understanding Entrepreneurship Internationally [ENTREP]**When Cupid Strikes the Entrepreneur: Effects of Founder's Workplace Romance on Recruits' Intentions to Join A New Business Venture****Vishal Gupta** *The University of Alabama***Safal Batra** *Indian Institute of Management at Kashipur***Charles Pierce** *University of Memphis*

The topic of how a founding entrepreneur's workplace romance influences the recruitment process is of tremendous academic and practical interest. We theorize and examine prospective employees' reactions to revelations about a business founder's romantic relationship with a subordinate. We tested our predictions using data collected from three experimental studies conducted in India. Results reveal that founder gender is a significant predictor of employees' reactions to hierarchical workplace romance. Further, prospective employees prefer to work for new ventures that do not prohibit workplace romance more than those that prohibit workplace romance. We discuss implications and directions for future research.

Emerging Technology Clusters and Human Capital: Evidence from Colombia and South Africa**Brett Anitra Gilbert** *American University***Andres Velez-Calle** *Universidad EAFIT***Yuanyuan Li** *Rutgers University***Marcus Crews** *Rutgers University*

Regions in developing countries are progressing towards becoming more innovative societies. Some regions are farther along than are others, with little research that explains what differentiates progressing regions from others. This study examines the competences and attitudes of human capital in two regions with differing levels of technology activity formation in developing countries. It assesses each population's attitudes towards problem solving, their entrepreneurial orientation, use of influence tactics, rewards expectations, and motivation to lead others. The results show that rewards orientation and motivation to lead significantly differentiated the region with progress from the region without.

Surviving the Fuzzy Front End: An Entrepreneur's Social Network, Degree of Involvement and Start Up Survival in India and The US**Shanthi Gopalakrishnan** *New Jersey Institute of Technology***Xi Zhang** *New Jersey Institute of Technology***Raja Roy** *New Jersey Institute of Technology***Cesar Bandera** *New Jersey Institute of Technology*

We explore how entrepreneurs' access to social network and degree of involvement in the venture affect a firm's ability to survive in India and the U.S. We relied on the GEM data base for data. We find that an entrepreneur's access to social networks helps the nascent firm survive fuzzy front end. The effect is significantly greater for the U.S. firms than for Indian firms. We also find that while startups of self-employed entrepreneurs are more likely to survive in India, startups of entrepreneurs who are employed full-time elsewhere are more likely to survive in the U.S.

Monday | 11:00AM - 11:15AM in Room 3, Ground Floor

Conversation & Coffee Break

Monday | 11:15AM - 12:30PM in Room 1, Ground Floor

Paradoxical Framing for Business Education: Making the Case for The Raw Case Method of Learning [MED]**Yuwei Shi** *Shanghai University of Finance and Economics***Sandra Dow** *Middlebury Institute of International Studies*

Unlike traditional case studies, a raw case is an open, real-time information space through which students may wander. It incorporates conditions that resemble the increasingly volatile, uncertain, complex and ambiguous (VUCA) business world in the changing political, economic, social, environmental and technological landscape, under which solutions are frequently developed without the necessity of diminishing a complex problem into a set of well-defined business issues. In this article, we connect the raw case method of learning with the literature on the need for paradoxical framing for business education, and argue for adoption across business schools.

The Tension Between Being Global and Local [BPS]Session Chair: **Wen Li** *University of Technology Sydney***Mondragon/eroski: Global Power Catering to Local Needs****Olivier Roche** *Salisbury University***Thomas Calo** *Salisbury University***Frank Shipper** *Salisbury University*

This case describes the unique organizational structure and decision-making process at Eroski, the Spanish-based supermarket coop of Mondragon, and its decision to not expand overseas. The importance of preserving the organization as employee-owned underlies Eroski's decision-making process. Eroski's philosophical model of corporate governance and human resource management provide perspective that explains the decision that was made in this case.

Second-Generation's International Experience Effect on Family Businesses Global Expansion**Hao Jie** *Tsinghua University***Kunpeng Sun** *Tsinghua University***Friar John** *Northeastern University***Zhenzhen Xie** *Tsinghua University*

Family firms are typically reluctant in international expansion due to their strong home market ties, strong concern on family control and lack of external expertise and capital. Does international experience of second-generation managers help to reduce such reluctance? Carrying knowledge of doing business abroad, second-generation managers with international experience may mitigate agency problems caused by information asymmetry when family firms expand abroad. Therefore, second-generation's international experience may facilitate family firms to go abroad. Data on publicly listed Chinese family businesses supported the above arguments.

Sanyo Shakai: After Losing the Burberry License What's Next?**Craig Davis** *Ohio University***Nakato Hirakubo** *Brooklyn College***George Whaley** *San Jose State University*

The president of Sanyo Shokai announced that the firm would end its 40-year-old licensing agreement with Burberry. Sanyo Shokai sold clothing under the Burberry label in its Japanese retail outlets. They needed to convert or close boutiques. 50% of the company's sales and the majority of profits were made with Burberry labels. The stock declined by 30%, from 310 to 210 yen per share. This descriptive case ends with the president mulling over what factors might have caused Burberry to terminate the long-term licensing agreement and what actions should be taken to make sure the company rebounds.

Storytelling Through Statistics [Research Methods]**Lisa Lambert** *Oklahoma State University*

A great deal of attention is typically devoted to the verbal story of a manuscript, but authors often neglect to craft the statistical story in their Methods & Results sections. I identify four principles for writing effective Methods & Results and illustrate each principle with both violations and with positive examples of adherence to the principles. If you follow these four principles, your statistical story will improve which will increase the likelihood you will publish your story, enter your chosen academic conversation, and contribute your bit to the body of knowledge.

Employee Engagement [HR]Session Chair: **Junghyun Lee** *University of Michigan-Dearborn***Impact of Exploitative Leadership on Absenteeism: Moderated Mediation Model****Muhammad Waheed Akhtar** *International Islamic University Islamabad***Dr Fauzia Syed** *International Islamic University Islamabad***Muhammad Awais****Mudassir Husnan** *International Islamic University Islamabad*

By utilizing the mechanism of conservation of resource theory, present study investigated the moderated-mediation model. The purpose of present research is to study the moderating role of value congruence in the indirect relationship between exploitative leadership and absenteeism via facades of conformity. Data were collected from the 211 employees of service sector based on time-lagged (one-month interval). The finding of the study reveals that value congruence moderates the indirect relationship between exploitative leadership and absenteeism via facades of conformity. The managerial implications, limitations and future directions discussed in detail in the last section of the paper.

Written Upon: The Effects of Anticipatory Psychological Contract on Organizational Outcomes**Marie Waung** *U of Michigan-Dearborn***Junghyun Lee** *U of Michigan-Dearborn***Joy Beatty** *U of Michigan-Dearborn*

The paper integrates the recruitment and PC literatures by examining the relationship between recruitment information and sources Anticipatory Psychological Contract (APC), and organizational outcomes. Drawing on signaling and sense making theories, we argue that recruitment messages are related to the development of specific APC content prior to organizational entry and that APC fulfillment is positively related to important organizational outcomes. Results from two studies, a laboratory experiment and a field study with internship students, suggest that APCs that may serve as the foundation for the psychological contract and may contribute to perceptions of breach.

Applicability of Work Engagement as An Antecedent to Intention to Quit, Commitment and Employee Advocacy in Different Star-Category Hotels**Besim Agusaj** *RIT Croatia***Kevin Walker** *RIT Croatia***Milena Kuznin** *RIT Croatia*

This study was designed to explore and understand the relationship between Work Engagement, Organizational Commitment, Intention to Quit, Employee Advocacy and hotel categorization. This paper is an attempt to explain the utility of Work Engagement and the three aforementioned constructs in relation to the characteristics of hotels based on hotel categorization. Various statistical tools were applied to a sample of 185 employees (93 operating in three-star and 92 in five-star hotels) in order to test the validity and applicability of the model to different star category hotels. This study suggests that the model is applicable to both star categories.

Monday | 12:30PM - 1:20PM in Room 3, Ground Floor

Lunch Catered on Campus

Monday | 1:20PM - 7:15PM Leaves from RIT Croatia Campus

A Half-Day Tour to Visit the Peljesac Peninsula and its World Famous Town of Ston

By its economic and strategic significance, Ston was one of the most important towns in the Dubrovnik Republic. This is confirmed by the monumental walls, constructed between the 14th and 15th centuries, and extending over 5 kilometers in length and measuring 5-10 meters in height. The walls were fortified by forty towers and bastions. In the 14th century, the construction of Mali (Little) and Veliki (Ston) began, one on each side of the isthmus, which was of great importance for the defense of Peljesac and the entire western section of the Republic. A large natural salt works is located at the base of the Ston Channel, where sea salt has been produced for centuries - a precious monopoly product of the Dubrovnik Republic. The Mali Ston Channel, at Bistrina, is the location of a shellfish farm.

Our visit to Ston will include a short tour of Ston and visit to part of its City Walls. After that you will visit The Ston salt pans which are the oldest in Europe and the largest preserved ones. There will be an opportunity for questions during the guided tour.

Following the visit to the salt pans you will be able to taste some oysters and mussels as the Town of Ston is most famous for cultivating them (non-seafood option will be available for those who don't eat seafood). There will be some free time before getting back to Dubrovnik. We will depart Ston at ~4:30PM and arrive to Dubrovnik at ~5:30PM.

Tuesday | June 18

Conference Registration from 9:00am – 12:00pm in RIT Croatia, Ground Floor

Tuesday | 9:00AM - 10:15AM in Room 1, Ground Floor

Leaders and Followers [OB&T]

Session Chair: **Xavier Parent-Rocheleau** *University of Quebec in Montreal*

Our Transformational Leader Might Be Replaced, We Are Extremely Stressed Out!

Dorine Mattar *Notre Dame University-Louaize*

This study tackles employees' stress in periods of changes in leadership positions. Qualitative data is collected from Whatsapp conversations between different subordinates, hours around the declaration of the appointment decision. Data presentation includes messages exchanged, as well as photos, emojis and voice notes. The participants' messages reflected their stress. They are drained, desperate and praying God so their transformational leader is reappointed. The emotional contagion among subordinates is revealed in the way the messages and the replies are very close in content. This study triggers future research addressing same research questions under different leadership styles and in different cultures.

Schemas of Followers: Leader and Follower Interactional Effects on Relationship Quality and Performance

Thomas Sy *University of California*

Schemas of followers (SoF) were investigated in a field and an experimental setting. Leaders' SoF (LoSoF) and followers' SoF (FoSoF), regarding the effective follower prototype, influenced follower relationship quality and performance. Interactive effects revealed LoSoF influenced follower performance more positively when followers conceived of their roles in less positive terms. Conversely, LoSoF influenced relationship quality more positively when followers conceived of their roles in more positive terms. Finally, relationship quality mediated the interactive effects of LoSoF and FoSoF on performance. Results challenge portrayals of leaders as omni-conscious actors and highlight the effects on schemas on action tendencies in organizational contexts.

Energy Crossover from Leader to Followers: A Time-Lagged Study of The Effects of Energy Discrepancy and Leader-Member Exchange

Xavier Parent-Rocheleau *University of Quebec in Montreal*

Gilles Simard *University of Quebec in Montreal*

Michel Tremblay *HEC Montreal*

This study investigates the effects of the difference between leaders' and followers' level of subjective energy on the change in subordinates' energy one year later, and on customer-oriented citizenship behaviors. Results of polynomial regression and response surface analyses performed with a sample of 277 dyads in the retail sector indicate that the effect of the energy gap is asymmetrical, such that followers paired with a more energetic leader gain energy one year later, whereas those matched with less energetic leaders experience energy depletion. As expected, these relationships are moderated by LMX.

Tuesday | 9:00AM - 10:15AM in Room 11, 1st Floor

Theoretical and Practical Implications of Workplace Diversity in Global Society [Diversity]

Mzamo Mangaliso *University of Massachusetts Amherst*

Nomazengele A Mangaliso *Westfield State University*

Robin Back *University of Central Florida*

Ben Kahn *Massachusetts College of Liberal Arts*

Leah Z. B. Ndanga *West Chester University of Pennsylvania*

Nancy Ovitsky *Massachusetts College of Liberal Arts*

Howard Jean-Denis *University of Massachusetts Amherst*

Hellicy Ngambi *Mulungushi University*

Diversity in terms of race/ethnicity, gender, age, ability, sexual orientation, or nationality has become a reality that contemporary organizations must face. The increase in migration patterns across national borders has further exacerbated the need for academics to address questions that arise from diversity. Several approaches for mitigating diversity are suggested in the literature, including colorblindness, pluralism, multiculturalism, and polyculturalism. The symposium will address the broader challenge of how to effectively institutionalize diversity in the workplace. We hope that answering some of the issues raised will lead to the creation of new knowledge that will deepen our understanding of workplace diversity.

Session Chair: Joy Schneer *Rider University*

Innovation in International Business Teaching Pedagogy: Finding Cultural Similarity and Differences Through Student Group Research

Mousumi Bhattacharya *Fairfield University*

In international business courses, it is essential that students understand factors that influence culture. However, international HRM textbooks focus content areas of HRM, and textbooks on culture, rely on status quo of cultural dimensions. The purpose of this paper is to examine, how undergraduate students understand the factors that affect culture in different countries and regions. Content analysis of student research papers, reveal, how different aspects on international HRM come alive through students' narration of cultural factors. Further analysis shows how framing of the project from a broad international HRM perspective to a focused cultural perspective, enhance achievement of learning objectives.

Conflict Ahead: A Workshop on Conflict and Negotiation Pedagogy

Suzanne de Janasz *George Mason University*

David Kaplan *St. Louis University*

Caren Goldberg *Bowie State University*

Joy Schneer *Rider University*

The ability to effectively resolve conflicts and negotiate with diverse others--even for those who naturally avoid conflict--is one of the most important interpersonal skills for a global leader to have. This workshop addresses the needs by introducing participants to four activities which will help them learn about and/or practice becoming more effective conflict resolvers and negotiations. These cover an array of topics, including global and intercultural negotiations, that will be useful for participants to both improve their own skills as well as having new activities to share with their students.

Session Chair: Ivona Hideg *Wilfrid Laurier University*

Customer Orientation and CSR: A Swedish Example

Timothy Kiessling *Bilkent University*

Lars Isaksson *Queensland University*

The customer is often disregarded when investigating corporate social responsibility, but from a market orientation perspective perhaps one of the most important stakeholders that is affected by CSR. Our research explores performance in regard to CSR in Sweden. Our results suggest that firm performance is enhanced due to CSR. We explore the “why” performance is enhanced from the theoretical lens of market orientation with its key facet of customer orientation, and find that firms that are implemented CSR are doing so from a strategic point of view.

Governance Networks, Family Control and Indian CSR Performance

James Cordeiro *State University of New York, Brockport*

Tara Shankar Shaw *IIT Bombay*

Ambra Galeazzo *U. Padova*

Based on organizational legitimacy literature where boards are viewed as providing a valuable social referents, we theorize about the proactive role of CSR-focused director networks (where a firm’s directors are linked to other firms with superior levels of CSR engagement) in communicating CSR expertise among a sample of the largest Indian firms over 2006-2012. We find that these networks are associated with higher CSR in focal firms. We also find that this effect is higher in family controlled firms, which are expected to value CSR more highly because CSR is a source of socio-emotional wealth for the controlling family.

CSR and Competitive Activity of Firms: Complements or Substitutes?

Hun Lee *George Mason University*

Goce Andrevski *Queen’s University*

Walter Ferrier *University of Kentucky*

Corporate social responsibility (CSR) research is confronted with a paradox: How can CSR simultaneously increase and decrease firm performance? We attempt to reconcile the paradox by bringing insights from competitive dynamics research. We show that CSR differentially affects two competitive activity (CA) attributes: it increases competitive complexity (the variety and novelty of competitive actions) but reduces competitive intensity (the number of competitive actions), especially in resource-scarce and hypercompetitive environments. We show that CSR benefits both types of CA by complementing the effects of competitive complexity and by substituting for the reduced competitive intensity, thus enhancing long- and short-term CFP, respectively.

Session Chair: David Ford *University of Texas at Dallas*

The Glass Pyramid: Informal Gender Status Hierarchy on Boards

Livia Markoczy *University of Texas at Dallas*

Sunny Li Sun *University of Massachusetts Lowell*

Jigao Zhu *University of International Business and Economics*

We investigate the effect of gender on board directors' status ranking and find that female directors' status ranking is lower than that of male directors due to their gender. We theorize on the mechanism that determines the ways in which the status value of gender on a board affects board interactions and predict how this mechanism influences firm outcomes, including excessive managerial spending, social responsibility performance, and firm risk. We test our hypotheses in Chinese firms using an unbalanced panel that includes 5,396 firm-year observations (86,019 director-year observations) for a period of six years and find them supported.

Why Still So Few? A Theoretical Model of The Role of Benevolent Sexism and Career Support in The Continued Underrepresentation of Women in Leadership Positions

Ivona Hideg *Wilfrid Laurier University*

Winnie Shen *University of Waterloo*

We advance our understanding of women's continued underrepresentation in leadership positions by highlighting the subtle, but damaging, role of benevolent sexism, a covert and socially accepted form of sexism, plays in this process. Drawing on and integrating previously disparate literatures on benevolent sexism and social support, we develop a new theoretical model in which benevolent sexism of both women and those in their social networks (i.e., managers and intimate partners) affect women's acquisition of career social support for advancement at two levels, interpersonal and intrapersonal, and across multiple domains, work and family.

Career and Family Expectations Among Chinese and American Emerging Adults: Commitment, Knowledge, Involvement, and Self-Efficacy

Nicholas Beutell *Iona College-LaPenta School of Business*

Joy Schneer *Rider University-School of Business*

Jeffrey Alstete *Iona College-LaPenta School of Business*

Using social learning theory, expectations for combining career and family were examined for Chinese and American emerging adults. Attitudes and beliefs regarding commitment to, knowledge of, involvement in, and career-family self-efficacy were assessed. There were similarities (e.g., intention to marry, age of marriage, maternal employment) and differences (e.g., number of children, parental leave) for the two cohorts. American women and men reported higher career-family self-efficacy than their Chinese counterparts. Interaction effects were found predicting career-family involvement and career-family self-efficacy. Implications of these findings and directions for future research are discussed.

Strategic Alliances and Knowledge Management [BPS]

Session Chair: Anjali Bansal *MICA, Ahmedabad*

When Institutions Collide: Firms' Innovation in Alliances Under Institutional Relatedness and Knowledge Ambiguity

Cristina O. Vlas *University of Massachusetts Amherst*

Radu E. Vlas *University of Massachusetts Amherst*

Firms' orientations toward exploration in alliances reflects the characteristics of their knowledge resources. We first hypothesize that institutional relatedness—number and strength of institutional ties—increases the complexity and specificity of firms' knowledge pool and that this effect is stronger in less developed societies. As complexity and specificity of firms' knowledge pool increases, firms' orientation towards exploratory alliances decreases because of difficulties in understanding and application of this knowledge. This study integrates institutional theory and intra-organizational knowledge transfer research by developing a model of institutional relatedness, knowledge ambiguity, and firms' alliance orientation.

Offshore Outsourcing of Services in South America: Exploring Partnership Model from Providers' Perspective

Yongsun Paik *Loyola Marymount University*

Existing literature on offshore outsourcing has primarily focused on client objectives and needs, paying less attention to the provider's perspective. Very little is known about the goals and strategies of providers in their relationship with clients. Based on surveys and interviews with the firms involved in nearshoring in South America, this paper identifies three different levels of partnership from providers' perspective by examining their strategic goals and objectives in advancing the relationship with clients: Engagement, Enhancement, and Integration. Key features of the relationship at each different stage is explained along with implications.

Presidents' and Deans' Panel: AI and Digital Technology: Opportunity or Threat?

Organizer & Moderator: dt ogilvie, *Saunders College of Business, Rochester Institute of Technology*

Miles K Davis *President, Linfield College*

Donald Hudspeth *President, RIT Croatia*

Matrecia S.L. James *Dean, School of Business, St. Bonaventure University*

Shohreh Kaynama *Dean, College of Business and Economics, Towson University*

Darlene Motley *Dean, School of Arts, Science & Business, & Chatham Undergraduate College, Chatham University*

Much has been written lately about how artificial intelligence (AI) and digital technology will disrupt educational institutions. The panelists will discuss whether AI and digital technology pose a threat to universities/business schools or whether they provide opportunities for schools to meet the needs of students and the community and a means for survival and growth. How will educational institutions' responses to this disruption affect the future of work and whether and how they can prepare their students for successful careers? What skills should these institutions teach students and are their degree programs meeting the future needs of students?

Social Issues in Management [Social]

Session Chair: **Jeff Mello** *Rhode Island College*

Sustainability in Health Care Organizations: Successes, Challenges, and Opportunities

Jeff Mello *Rhode Island College*

Health care organizations have a scope of operations which involves uses of energy and production of waste which far exceeds that of organizations in other industries. As a result, hospitals, in particular, have opportunities to be leaders in the sustainability movement. This paper explores the nature of sustainability opportunities and the challenges associated with implementing sustainable business practices in health care organizations, and provides examples of successful sustainability programs.

Motivation or Justification: Where Is God in The Decision to Engage in Environmental Sustainability Practices

Shalei Simms *SUNY College at Old Westbury*

Dorothy Kirkman *UH Clear Lake*

In previous years society placed an emphasis on increasing incentives to encourage businesses to engage in environmental practices. However, a reduction in regulatory oversight has encouraged an open market focus on energy consumption, including the return to the use of coal and other fossil fuels (2016, May 26). The goal of this paper is to discuss the role religiosity plays in the decision to enlist an environmentally sustainable, or green strategy. Specifically, this paper will attempt to identify when religiosity is used to justify a reduced emphasis on environmental sustainability or to motivate increased implementation of these practices.

Lunch at Mimoza Restaurant

Join us at Mimoza, only a 3-minute walk from the RIT Croatia campus. The restaurant is located at: Ul. branitelja Dubrovnika 9, 20000, Dubrovnik, Croatia

Session Chair: Pankaj Gupta *IHMR University*

Influence of Manager Attitude and Team Attitude on Employee Commitment of Change

Holly Chiu *Brooklyn College of City University of New York*

Employee commitment to change is critical to organizational change. We draw upon social learning theory and examine the influence of both manager and team attitude toward change on employee commitment to change, with motivation and power distance orientation as moderators. Our sample was comprised of 291 employees and 38 managers from 5 Taiwanese companies that implemented knowledge management related technologies. The results showed that team attitude was positively associated with employee commitment to change, employee motivation positively moderated the above relationship, and employee power distance orientation negatively moderate the relationship between manager attitude and employee commitment to change.

A Cross-Cultural Exploration of Emotional Support and In-Group Collectivism as Joint Moderators of Psychological Strain -- Affective Organizational Commitment Relationships

David Ford, Jr. *Univ. of Texas at Dallas*

Ray Fang *University of Toronto*

Kiran Ismail *St. John's University*

Laurie Ziegler *Univ. of Texas at Dallas*

Hao Chen *Tsinghua University*

Diane McNulty *Univ. of Texas at Dallas*

We develop a framework to study the effects of emotional support in the relationship between psychological strain and affective organizational commitment in different cultural contexts. Based on the job demands-resources model and conservation of resources theory, we hypothesize that employees' emotional support and in-group collectivism orientation jointly moderate the relationship between psychological strain and affective organizational commitment. We tested the hypothesis on a sample of 2702 respondents from eight different countries. The results highlight the roles of emotional support and in-group collectivism in employees' responses to psychological strain.

Change and Organizational Commitment in Ukraine

Wayne Stewart *Clemson University*

Kristin Scott *Clemson University*

Ruth May *University of Dallas*

Tom Zagenczyk *Clemson University*

An understudied issue is how change influences the employee-organization relationship, as exemplified by organizational commitment. We propose a relationship between resistance to change and commitment, moderated by two work place variables, which we test with samples from four Ukrainian firms undergoing change. The results indicate that those higher in resistance to change express lower commitment, which is conditioned by trust in management such that trust mitigates the negative relationship between resistance and commitment, and by procedural justice, which strengthens the negative relationship, a major divergence from the Western literature. These findings have a range of implications for theory and practice.

Session Chair: Maja Vidovic *RIT Croatia*

Free-Agent Unionism in Professional Sports: Employee Voice in The Era Non-Standard Employment

Paul Swiercz *George Washington University*

Labor unions across the globe have been in decline for decades. New mechanisms for the expression of employee voice have begun to emerge in parallel with new organizational forms and new industries. The purpose of this paper is to argue that a new species of unionism – free-agent unionism - has emerged after a century-long contest between owners and workers within the professional sports industry. Drawing from Critical Management Scholarship (CMS), this paper presents a summary of key attributes of free-agent unionism, links those attributes to classic managerialism, and provides suggestions for future research in a global contest.

Investigating the Emergence of Cognitive Work: Toward A New Job Classification Scheme for Cross-Cultural Environments

Paul Swiercz *George Washington University*

Matia Torbarina *University of Rijeka*

Lara Jelenc *University of Rijeka*

Job analysis and its by-product job classification are foundational tools for Human Resource Management. Current job analysis techniques were developed a century ago. In the interim dramatic change has occurred in the structure of the economy and the jobs that define it. This paper tests the proposition that a new category of work, i.e. "Cognitive Work," has emerged. Experiments were performed in two countries to investigate construct validity. One hundred participants completed a coding exercise sorting thirty-nine job descriptions into one of three job categories. Analysis provided preliminary support for the validity of this new classification scheme.

How Long Are Newcomers New? A Review of The Organizational Socialization Literature

Johnna Capitano *West Chester University of Pennsylvania*

Vipanchi Mishra *West Chester University of Pennsylvania*

Priyatharsini Selvarathinam *West Chester University of Pennsylvania*

As a change process, organizational socialization research depends on understanding the time frame marking the process of adjustment. Yet, the duration of any socialization process is a matter of socially constructed, rather than objective time (Zaheer, Albert, & Zaheer, 1999). This makes identifying the duration of "new" more challenging. The aim of this paper is to review scholarly recommendations regarding specification of time in research, and to compare these recommendations with how empirical studies are actually conducted. We review of the organizational socialization literature and discuss the implications for future research, particularly for multinational and occupational differences.

The Effects on IT on Individuals, Teams, and Organizations in a Global Environment [Tech & Comm]

Session Chair: Julia Eisenberg *Pace University*

The Impact of It on Firm Boundaries and Structure

Jeff Moretz *Fairfield University*

Innovations in information technology have led to the restructuring of myriad industries including dramatic changes in the structure of firms, both large and small. In the face of such innovations, managers must make decisions regarding the activities the firm will insource vs. outsource (i.e., the firm boundary question), and the way activities will be organized internally (i.e., the firm structure question). The extant literature has, however, considered these two decisions separately. I present a simple, integrated framework to address firm boundary and structure decisions. The framework also allows examination of the impact of IT on firm boundary and structure decisions.

A Resistance to Change Perspective on Non-Users of Telecenters

Kamala Gollakota *University of Redlands*

James Pick *University of Redlands*

Manju Singh *Malaviya National Institute of Technology*

We build on literature on resistance to change to provide additional perspectives on non-use of telecenters in rural India. We provide exploratory empirical evidence based on a sample of small and marginal farmers in India. We compare users and non-users of local telecenters and observe demographic differences between the two. We also find some support for non-use based on concepts associated with resistance to change. We interpret these results and offer recommendations that might help draw non-users to using telecenters.

Team Performance and Perceived Proximity in Global Environments: Contrasting the Effects of Verbal and Written Synchronous Media

Julia Eisenberg *Pace University*

Ella Glikson *Carnegie Mellon University*

Alon Lisak *Ben-Gurion University of the Negev*

Despite geographical distance and diversity in English language proficiency, perceiving proximity to other members is vital for team performance of global virtual team performances. Using a sample of 45 global MBA student teams, our model examines how media choice and language-based differences are related to perceived proximity and performance in these teams. Our findings suggest that for team members who are similar in their language proficiency, higher perceived proximity and team performance depends on increased use of verbal synchronous media. However, for teams with greater diversity in language proficiency, written synchronous media is better.

Overview of Longitudinal Models and Analyses [Research Methods]

Lisa Lambert *Oklahoma State University*

Much of organizational research is arguably about causal processes of change even as many theories and analyses of change are deficient in the extent to which they specify or test temporal changes. Each approach for modeling and measuring change embodies a set of assumptions about what change is, what constitutes evidence of change, and some methods are oblivious to evidence of other types of change. This workshop is an overview of longitudinal models including how to properly specify a theory regarding change over time, designs for collecting longitudinal data, as well as introducing multiple approaches for analyzing longitudinal data.

Conversation & Coffee Break

Session Chair: Irene Hau-Siu Chow *Hang Seng University of Hong Kong*

Differential Treatments in Team and Team Effectiveness: The Role of In-Group Subordinates

Wan-Yin Liao *Yuan Ze University*

Min-Ping Huang *Yuan Ze University*

Chiung-Yi Huang *Yuan Ze University*

Differentiated leadership in the Chinese society is a leadership behavior that treats different subordinates differently. It is expected that the subordinates can improve their loyalty and work efficiency. Previous studies have less focus on the effect of within-group variation or on the roles of in-group members who are treated preferentially. To fill this gap, we analyzing 94 team profiles, discover that there is no significant correlation between leadership differentiation and team performance or team commitment. The correlation between leadership differentiation and team performance is moderated by the exchange with in-group members and the proportion of in-group members.

Status Incongruence in Supervisor-Subordinate Dyads—the Effects on Subordinate Job Satisfaction and Creative Performance

Carliss Miller *Sam Houston State University*

Orlando Richard *University of Texas at Dallas*

We draw on role congruity theory to examine how organizational culture influences whether supervisor-subordinate dyadic status incongruence has a negative or positive impact on subordinate job satisfaction and creative performance. We find that status incongruence reduces job satisfaction when supervisor-subordinate dyads work in a hierarchical organizational culture (i.e. low clan organizational culture), and job satisfaction increases for supervisor-subordinate dyads that work in a clan organizational culture (i.e. high clan organizational culture). Furthermore, these effects on job satisfaction ultimately impacted subordinate creative job performance, supporting a moderated-mediation model.

Top Management Teams and Firm Performance [BPS]Session Chair: S.D. Gupta *IHMR University***Loss or Gain? The Moderating Role of Top Manager Teams in The Relationship Between Political Hazards and Foreign Subsidiary's Performance****Qiao Wei** *University of New South Wales***Marco De Sisto** *RMIT University***Wen Li** *University of Technology Sydney***Jinlong Gu** *University of Sussex Business School*

When political hazards could be threats or opportunities for foreign subsidiary's performance? Combing literature on political hazards and top management teams (TMTs), we argue that TMTs in the subsidiary (local TMTs) or dispatched from headquarter play distinctive roles in influencing whether multinational companies (MNCs) could reduce costs and take advantages of benefits associated with political hazards in their foreign operations. Using a panel dataset of 12,362 overseas subsidiaries across 54 countries during the period of 2004 to 2013, all hypotheses developed are supported.

CEO Pay Slice and Firm Value: Is Corporate Social Responsibility A Missing Link?**Prachi Gala** *Elon University***Vishal Gupta** *The University of Alabama***Daniel Bacharach** *The University of Alabama***Sandra Mortal** *the University of Alabama***Xiaohu Guo** *The University of Alabama*

The topic of pay disparity in the upper echelons has attracted the frequent attention of scholars. We propose that CEO Pay Slice (CPS) is associated with differential levels of investment in internally and externally-focused corporate social responsibility (CSR) initiatives, which can impact firm value. Results derived from a longitudinal sample of U.S.-based public firms provides support for a partial mediation model, where internal CSR, but not external CSR, mediates the negative relationship between CPS and firm value. Notably, we adopted an instrumental variable approach to address endogeneity concerns. Findings remain consistent across various analytical specifications and econometric techniques.

Market Turbulence, Market Strategy and Nonmarket Strategy (NMS), and Firm Performance: Evidence from China**Long Zhang** *China University of Geosciences***John Parnell** *UNC-Pembroke***Charles Xiong** *UNC-Pembroke*

This paper evaluates the impact of market turbulence on relationships between market and nonmarket strategic emphasis, and financial and non-financial performance among Chinese businesses. A survey of 246 middle and upper-level managers in Beijing identified market turbulence as a direct driver of performance, a positive moderator of the link between market strategy and financial performance, and a negative moderator of the link between market strategy and non-financial performance. Market turbulence did not moderate links between either market strategy and non-financial performance, or nonmarket strategy and performance.

Authoring and Publishing in Management Education Scholarship: Manuscript Development Incubator [MED]**Jeanie M. Forray** *Western New England University*

With external stakeholders demanding evidence of student learning and accreditors requiring institutions show evidence of impact, management education scholarship has gained increased prominence within the academy. This session provides an informational opportunity as well as a developmental incubator for work within the management education/innovative teaching domain. Journal editors will share insights on authoring for management education publications, discuss the basis for addressing issues related to evidence of student learning and educational impact, and provide via roundtable discussion developmental feedback on management education scholarship to participants who come with 1-page (long abstract) descriptions of current works-in-progress or ideas for future scholarship.

Qualitative Research: Achieving the Potential [Research Methods]

V.k. Narayanan *Drexel University*
 Joan Weiner *Drexel University*
 Darren Dalcher *Lancaster University*

This proposal develops an interactive workshop on qualitative methods of inquiry. It builds on and incorporates the lessons from the successful shorter workshop held in EAMI's 2017 Gold Coast conference. In addition to some of the critical general facets of qualitative research, the session goes on to identify the challenges faced by participants and ways to approach them.

HPWP – High-Performance Work Practices [HR]

Session Chair: Gayle Baugh *University of West Florida*

What Drives Value of Automated Performance Management Systems: Empirical Assessment

Iveta Ludviga *RISEBA University of Business, Arts and Technology*
 Agita Kalvina *RISEBA University of Business, Arts and Technology*
 Katri Vintisa *University of Latvia*

The paper aims to assess the value of an automated performance management system in public sector organizations in Latvia and to identify which components of the system create more value for employees and for organizations. This study offers empirical evidence for the value of performance management system for employees and organizations indicating IT tool, fairness and constructive feedback as the core elements. If the system is well designed, the tool is easy to use, and it has top-management support, individual supervisors' skills and attitude is not so important for the overall success in public sector organizations.

Adoption of Talent Management Practices Contingent on Talent Scarcity and Congruence of Expectations

Nada Zupan *University of Ljubljana*
 Katja Mihelic *University of Ljubljana*
 Patricia Meglich *University of Nebraska at Omaha*

Talent plays a critical role in organization success. The scarcity of quality talent is an ongoing threat to modern organizations with the fierce competition for talent demanding innovative talent management (TM) solutions. While the importance of person-organization fit (POF) is well understood within this context, labor market conditions and congruence of expectations are rarely considered in the TM literature. Using a contingency approach, we develop a three-level theoretical framework to guide the selection of TM practices and create discrete scenarios in which specific talent management practices may be preferred to achieve POF and positive outcomes for multiple stakeholders.

Managerial Communication During Mergers and Acquisitions: Testing A Four- Factor Model

Anjali Bansal *MICA, Ahmedabad*

This research investigates the mediating role of perceived justice during mergers and acquisitions(M&A).A mixed method research design was adopted to carefully observe and investigate the communication strategies of five M&A deals. Quantitative data and qualitative data were collected through surveys from the employees (N=315) of the acquired organizations,and thorough in-depth interviews from the managers (N=18) of the acquiring companies respectively.The results of SEM predicted the mediated relationship between the perceived effectiveness of communication and employee satisfaction(+) and their turnover intentions (-).The results of the qualitative study corroborated with SEM results, categorized communication effectiveness into six themes and 13 sub-themes.

Tour of Dubrovnik

Dubrovnik is a small and stunning city on the coast of the Adriatic Sea. It is famous for its beautiful Old Town, which is over 1000 years old, well preserved and an UNESCO World Heritage Site – really worth exploring. Infrastructure and architecture are quite special and different: everything is smaller, streets are narrower and houses are often made of stone to adjust to the conditions and geography of the area. Plus, everything is accessible by walking! Dubrovnik is a place where history and tradition collide with modern 21st century living.

Included in the conference program is a walking guided tour of the Old Town of Dubrovnik so you will get to see the beautiful monuments and museum of the City along with information about each of the places. One piece of advice: make sure to wear comfortable walking shoes for this tour!

Wednesday | June 19

Conference Registration from 9:00am – 12:00pm in RIT Croatia, Ground Floor

Wednesday | 9:30AM – 10:45AM in Hotel Hilton

Plenary Session: How to Win in the Digital Economy?

Dragan Mrkajić *Fortenova Group, VP Strategy*

Following the graduation from RIT in 2004, Dragan Mrkajić worked as a project manager at T-Mobile and Valamar Hotels & Resorts. As the Fulbright's Fellow, in 2009 he started a 2-year MBA program in Boston, MA at Bentley University. After completing the MBA in 2011, Dragan joined the consulting company for strategic consulting, Roland Berger. He worked in the Vienna office as a global project manager (Europe, Middle East, South Asia). His primary responsibilities included work with management of companies from various industries on strategic projects focused on digital transformation. From 2015 to 2018, together with Roland Berger's top management, he actively developed the Spielfeld (the Playground), Roland Berger's digital hub in Berlin, created in the partnership with Visa. Dragan worked in Spielfeld with corporate clients on projects involving digitization, corporate innovation, digital transformations, agile methods of work, and scaling startups within corporations. Since April 2018, Dragan returned to Croatia and works for Fortenova Group, where he worked as part of the Extraordinary Administration (then Agrokor) to restructure the largest regional company, employing over 50,000 workers. After successful restructuring and implementation of the settlement plan, Dragan works as Executive Director for Strategy.

Combining the experience in strategic digital transformation in the global setting and in restructuring of a large Croatian corporation at a verge of bankruptcy into a successful startup of 50,000 employees, Dragan will talk about the digital economy. Levels of digital disruption in specific industries, changing customer behavior and technological mega trends will greatly impact the future of any business. So, how could a business survive the digital race?

Wednesday | 10:45AM – 11:00AM

Conversation & Coffee Break

Wednesday | 11:00AM – 12:30PM in Hotel Hilton

Plenary Session: Translating Business from Global to Local

Moderator: Besim Agušaj *RIT Croatia*

Ayhan Basci *Cluster General Manager at Rixos Hotels*

Viktorija Knežević *Attorney at Law, and ocijenime.hr Initiator*

Ines Nanić *Dubrovnik Event, Owner*

Andrej Šarić *Enum Co-Founder and Lead iOS Developer*

Dario Ševelj *Dubrovnik Beer Company, Co-Founder and CEO*

The panel is designed to introduce the audience to the firsthand experiences and feedback from industry experts about the local economy impact on global economy and vice versa. Panelists from luxury hotel industry, events management, IT, beer manufacturing and an attorney at law will share their perspectives on the current market in Croatia as well as the labor market, one of the key factors in the business growth and development. They will discuss what are the elements of their business linked to global economic environment, how do they translate global standards and corporate expectations into a local business reality, and how does the local labor market impact their plans for the future.

Wednesday | 12:30PM – 1:30PM in Hotel Hilton

Lunch

Parallel Sessions to Follow are Located at RIT Croatia

Session Chair: Julia Eisenberg *Pace University*

Democracy, Inclusion, and the “right To the City” In Urban Street Bands

Meghan Kallman *UMASS Boston*

This article explores how the political and social priorities of street bands are articulated within groups themselves through internal organizing and processes, and how these processes reflect groups’ connection to cities and their allegiance to ideas of inclusion. Using data from five New England street bands, I explore how their structural and organizational processes comprise a prefigurative commitment to social justice. Ultimately, I argue that the commitment to democracy, consensus, and shared leadership that many of these bands express—contested, imperfect, and necessarily incomplete as they are—is deeply bound to a political vision of cities and social relationships.

Team Sky: Competing Paradigms of Shared Leadership

Christopher Thomas *Saint Louis University*

David Kaplan *Saint Louis University*

Anastasios Kaburakis *Saint Louis University*

Forms of shared and collective leadership have gained increasing traction within the leadership and management literatures, but disagreement remains regarding their effectiveness. Using case study methodology (Yin, 2013), we examine the shared leadership structure of Team Sky during the 2012 Tour de France. Findings are discussed relative to the effectiveness of shared leadership duties within team competitions, and we introduce an additional co-leadership motivation, calculator, to the extant typology from Heenan and Bennis (1999). We conclude by discussing organizational and team structures that are necessary for successful implementation of shared leadership and identify factors that can undermine its implementation.

Will “We” Ever Be What We Dreamed?: Characterizing Collective Hope and Its Contagious Emergence in Organizations

Katina Sawyer *The George Washington University*

Judith Clair *Boston College*

Little is known about how hope operates within collectives. Our work examines the characteristics and dynamics of collective hope, based on a two-year long ethnographic study conducted within an organization that aimed to transform the lives of commercially sexually exploited women. Namely, we explore what constitutes collective hope in organizations and its emergence, expansion, and contraction over time. Results demonstrated that collective hope was a highly relational construct, built on a foundation of predictable social systems, high quality relationships, and clarity in social hierarchies. Further, social contagion explained how collective hope spread throughout the organization, in response to meaningful events.

Session Chair: Yan Chen *Beijing University of Posts and Telecommunications*

ZTE – A Pawn in The Trade War Between the U.S. and China

Jiyun Wu *Rhode Island College*

ZTE, a Chinese telecommunications company, faced an existential threat in mid-April, 2018 when the U.S. Commerce Department banned it from purchasing components from U.S. suppliers. The case study delves into the causes and effects of the ban and its subsequent reversal in the same year. It sheds light on the interconnectedness and interdependency of today's multinational corporations and the precariousness of their operations in the current environment of trade disputes. Discussion questions and teaching notes are provided.

Teaching Intercultural Communication in Undergraduate Business and Management Studies: Theoretical Considerations and Practical Approaches

Zrinka Friganović Sain *RIT Croatia*

Francis Brassard *RIT Croatia*

The purpose of this paper is to present specific strategies to improve students' intercultural competencies relevant to international business and management with a special emphasis on the tourism industry. These strategies have been developed in the context of the evaluation requirements of a course on intercultural communication currently taught at the Dubrovnik campus of RIT Croatia. Assignments have been designed not only to teach about topics related to intercultural communication, but also to provide opportunities to practice appropriate skills as well as to develop the awareness and attitudes necessary for that type of communication.

Do M&As Enhance the Competitive Advantage of Chinese Companies? – Micro-Level Evidence from Chinese ICT Firms

Yan Chen *Beijing University of Posts and Telecommunications*

Wenbo Guo *Beijing University of Posts and Telecommunications*

This paper investigates whether Chinese enterprises that undertake cross-border mergers and acquisitions (M&As) become more competitive, controlling for self-selection into the global investment market. In particular, we focus on the moderating effects of firm heterogeneity and holding mode on the M&As' competitive advantage nexus. We combine the propensity-score matching (PSM) and differences-in-differences (DID) approaches to test this framework, utilizing unique data on Chinese information and communications technology (ICT) firms over the sample period 2010–2017.

Should Doctoral Training and Teaching Actually Mix? [MED]Session Chair: **Milivoj Markovic** *RIT Croatia***Is It Time for Change in Teaching Preparation in Business Doctoral Programs? Or Perhaps It Is Not?****D. Anthony Butterfield** *University of Massachusetts Amherst***Jeffrey Kappen** *Drake University***Joseph Garcia** *Western Washington University***Melika Husić-Mehmedović** *University of Sarajevo***Robert Marx** *University of Massachusetts Amherst***Rickie Moore** *Emlyon Business School***Jenny Rodriguez** *University of Manchester*

In 2016, the Journal of Management Education published an essay, along with four rejoinders, exploring the practices of North American Business School PhD programs in preparing future faculty to develop competencies in teaching. Responses to this essay called for consideration of different factors such as accreditation standards, national differences, resource constraints, and the relation between degree-granting and graduate-hiring universities. Not unexpectedly, since then, there has been little change in the preparation of new business faculty. This multinational panel will bring together early, mid and late career faculty to reflect on their experiences and work towards solutions to these challenges.

Cultivating Strategic Awareness in The Classroom**Richard Linowes** *American University*

This session introduces a teaching method that turns strategic management into a live activity. It enables students to get up to speed on current events and financial markets and then practice integrating that awareness into discussions of strategy. Mimicking the morning briefing of executive suites, this classroom news routine asks students to post on the board world and market news at the start of each class, rotating through ten categories of news from week to week. The resulting display becomes the template for the day's discussion, typically focused on news stories, market movements and business initiatives of strategic import. Students watch PESTEL forces at work and practice thinking how firms adjust to unfolding world events. Comprising the first 20 minutes of each class, the exercise trains students to swim with the flow of news and digest a wider swath of the daily news stream. They learn to recognize opportunities and threats and get practice seeing the broader context of strategic management

What Can Business Faculty Teaching Organizational Change Learn from Peers Across the Globe?**Malar Hirudayaraj** *Rochester Institute of Technology***Rose Baker** *University of North Texas***dt ogilvie** *Rochester Institute of Technology***Matteo Landoni** *Università Cattolica del Sacro Cuore*

Al-Haddad and Kontour (2015) identified a taxonomy of organizational change consisting of four elements: change types, change enablers, change methods, change outcomes. Like most of management literature, however, change literature predominantly has emerged from western cultures and industrialized economies. Despite recent interest in organizational change in emerging economies (Singh, 2018), existing literature does not often closely examine or challenge the elements from a multi-cultural or global perspective. The purpose of this panel discussion is to get academicians teaching in a business education context to examine the implementation of change, especially change enablers and change methods across sectors, cultures, and economies.

Perceptions, Biases, and Sense-Making Among International Managers

Session Chair: Majda Tafra *RIT Croatia*

Behavioral Decision Biases Effects on Entrepreneur Success Internationally: The Case for Exportation in The African Diaspora

Howard Jean-Denis *University of Massachusetts: Amherst*

This study explores how the psychological characteristics of entrepreneurs while making decisions can influence firm exports. Contrary to conventional strategy, the assumption of behavioral strategy is that humans possess limited cognitive information processing capabilities and are prone to making biased judgments based on heuristic and shortcuts (Tversky & Kahneman, 1974; March & Simon 1958). Variance was found while empirically testing theory on entrepreneurs located in distinct regions of Africa; e.g. North African and Sub-Saharan African nations. This study highlights how individual cognition can scale to collective firm cognition influencing to what extent firms expand across their country borders.

Comparative Study of The Perceptions of Mexican and Colombian Managers and Non-Managers About Managerial and Leadership Behavioural Effectiveness

Carlos E. Ruiz *Georgia Gwinnett College*

Luis E. Torres *Georgia Gwinnett College*

This qualitative cross-case comparative study explored the similarities and differences in the perceptions of Mexican and Colombian employees about effective and ineffective managerial and leadership behavior. Our study found a significant number of similarities in the manner that Mexicans and Colombians perceive what makes managers effective and ineffective. Despite some variances in the cultures of these two countries, our findings suggest that culture may not play an important role in the perception about managerial behavioral effectiveness. The findings of our study could be relevant to human resource professionals in the preparation of executives for international assignments in Mexico and Colombia.

EAM-I Conference Series, Managing in a Global Economy (1985 -): A Fascinating Journey

Tony Butterfield *University of Massachusetts, Amherst*

Shanthi Gopalakrishnan *New Jersey Institute of Technology*

Mzamo Mangaliso *University of Massachusetts, Amherst*

Dilip Mirchandani *Rowan University*

Theo Peridis *Schulich School of Business, York University*

Joan Weiner *Drexel University*

Conversation & Coffee Break

Values and Meaning in Making Work Lives Better [OB&T]

Session Chair: **Katina Sawyer** *The George Washington University*

Antecedents and Consequences of Materialistic Values: A Systematic Literature Review

Muhammad Hamza Nawaz Butt *LUMS*

Muhammad Abdur Rahman Malik *LUMS*

Using a systematic literature review technique, authors analyze and develop an understanding of the antecedents and consequences of materialistic values being studied within literature. Out of 1,191 articles, 191 articles are thoroughly analyzed pertaining to the scope of the study. Even though materialistic values have been discussed in literature, this stream of literature lacks in the context of work setting and thus far no reviews have been conducted focusing on materialistic values in the organizational context. This paper thus looks to consolidate the literature into theoretical frameworks. In addition, the authors propose theoretical developments along with the future research directions.

Nomological Network of Meaningfulness Mechanisms

Gaurav Marathe *Indian Institute of Management Ranchi*

Aadarsh Das *Indian Institute of Management Ranchi*

Manjeet Kumar *Indian Institute of Management Ranchi*

Nitin Kulkarni *Indian Administrative Services*

The existential dilemma of meaningfulness has prompted humans to frame and foster a comprehensive definition of meaningfulness for better facilitation of their survival. Fragmented research in this domain captivated our attention and inspired us to venture into the field to explore the antecedents and moderators affecting meaningfulness. By virtue of multiple propositions and a conceptual model, we endeavour to clarify the underlying relationships between different mechanisms viz. authenticity, self-efficacy, goals, self-esteem, belongingness, sense-making and meaningfulness and consequently propound the loci of meaningfulness after careful scrutinization of the existing literature. The article culminates via discussions, implications and scopes for future research.

Digitalization: Making Global Working Lives Better...or Not? [OB&T]

Suzanne de Janasz *George Mason University*

Maury Peiperl *George Mason University*

Joy Schneer *Rider University*

Sowon Kim *EHL*

Monique Valcour *Executive Coach*

Traditional mechanisms for conducting business, learning, engaging experts, even initiating/building intimate relationships have given way to electronic and virtual mechanisms. Our lives are more convenient when we can obtain what we need from the comfort of our homes or on our smart phones. But are they better? Our panel of seasoned academics, practitioners, and consultants will share their views on how digitalization has impacted organizations, individuals, and the fabric that binds them, and then engage all participants in envisioning the future—predicting intended and unintended outcomes and prescribing how best to function and find satisfaction in the (still increasingly) digital world.

Session Chair: Goce Andrevski *Queen's University*

How Much of a Firm's Proprietary Knowledge Should Be Disclosed, and How Much Kept Secret? Towards A Theory of An Optimum Level of Openness

Farok Contractor *Rutgers Business School*

The purpose of this article is to illuminate an under-researched question: How companies may seek the optimum balance between conscious disclosure and secrecy? The article works towards a theory of optimum disclosure, by identifying possible benefits and costs of disclosure or openness. In Paradigm 1 most companies find the net benefits of disclosure/openness to be negative. In Paradigm 2, applicable to a few highly networked or open-source MNEs, there could be net benefits over a limited range and up to an optimum point.

Innovate and Change: Understanding the Effects of Novel Innovation and Search on Strategic Change

Toyah Miller *University of Texas at Dallas*
Miranda Welbourne *University of Texas at Dallas*

Behavioral and organizational learning perspectives on strategic change suggest that organizations can take actions and develop capabilities to increase their knowledge and awareness of the external environment in order to survive. We investigate both innovation and search capabilities as a route for renewal and change. We suggest that utilization of knowledge gained from innovation and search capabilities is dependent upon motivation and capabilities for change stemming from a firm's product portfolio, such as past product performance and order of entry. As such, innovation can affect strategic change differently depending on the type and characteristics of the innovation.

Prospects of Protectionism: Application of Prospect Theory's S-Shaped Value Function to The U.s.-China Trade War

Michael Hamilton *Seton Hall University*
Jason Yin *Seton Hall University*

Protectionism is widely accepted by economists to be an inferior trade policy strategy in comparison to free trade policies. Despite this, the United States has threatened to utilize protectionism to induce better trade terms with its trade partners. This paper seeks to descriptively model the U.S.-China trade relationship through prospect theory to demonstrate points of leverage that exists in negotiations in the event of a trade war. Prospect theory's S-shaped value function can help show differences in leverage between the two parties based on their gains and losses within their trade relationship that can provide insight in determining negotiation outcomes.

Institutional Investors: Striking the Balance with Dominant Families

Sandra Dow *Middlebury Institute for International Studies*
Jean McGuire *Louisiana State University*

Institutional investors frequently coexist with powerful family owners who may prioritize consumption of private benefits. We investigate whether institutional owners who rank behind top family owners promote act as a countervailing force to dominant owners. Our evidence highlights differences in the role of institutional investors in family firms.

Transforming the Sustainability Discussion [MED]

Session Chair: Marie-Line Germain *Western Carolina University*

Transforming Business Schools' Role in Sustainability: A Multi-Level Approach

Kent Fairfield *Fairleigh Dickinson University*
James Stoner *Fordham University*
Frank Werner *Fordham University*

There is a critical need for business schools to change dramatically if we are to educate business leaders to address the impending ecological and social disasters of global unsustainability and to appreciate the urgency of doing so. This symposium consists of three presentations of how this change can happen and is beginning to happen at the personal, course, and total curriculum levels—developing a sustainability mindset, creating a new textbook, and rethinking the entire curriculum—followed by the opportunity for vigorous comment and discussion to share insights and encourage partnering for action.

Teaching Management in Multi-Cultural Environments: Integrating Pro Bono Consulting in Online Business Courses

Marie-Line Germain *Western Carolina University (University of North Carolina System)*

Online instruction has redefined higher education teaching and traditional community service has only begun adapting to this change. Because of the geographical boundaries set by traditional community service, few colleges and universities offer online students the opportunity to be engaged in community service anywhere in the world. Using the example of a real e-service learning initiative in a management graduate course, this paper presents a model of how faculty can integrate a business e-consulting component into a course. It also provides guidelines for successful implementation, limitations, and the benefits of e-service learning/consulting for students, faculty, universities, and client-organizations.

Connecting Sustainable Development Goals (SDGS) and Superheroes: Three Variations in Management and Entrepreneurship Education

Dilip Mirchandani *Rowan University*
Steven Meisel *La Salle University*
Tejinder Billing *Rowan University*
Eric Liguori *Rowan University*

The 17 SDGs, and 169 targets, are intended to create global awareness and powerful connections with new generations in order to begin to address large scale problems initially at the local level. The three variations of experiential learning exercises, in management and entrepreneurship courses, all attempt to create connections between SDGs and superheroes and capture student interest, create awareness about global environmental, economic and social challenges, provoke the imagination, make emotional connections and engage students in seeking solutions. This session will be a hands-on exercise demonstrating how SDGs can be made salient to students to generate meaningful dialog and action.

Promoting Global Teaching and Research Collaboration

Madeline Crocitto *State University of New York at Old Westbury*
Gayle Baugh *University of West Florida*

This proposal is for a workshop which provides space for faculty interested in global teaching and research collaborations. Although many schools have formal student exchange programs, faculty wishing to provide a global experience without travel may seek collaborations with colleagues in other countries. A personal meeting in a supportive environment would allow for colleagues from other countries to explore mutual interests in developing course content. Research collaborations may also result.

Gala Dinner

Dress Code: Smart

We will close the conference at the same site where we started it: Hotel Libertas Rixos. Hotel Libertas Rixos, a five-star hotel situated on the cliffs above the sea overlooks the natural and historical beauty of Dubrovnik. It will be a nice opportunity to enjoy the local cuisine in a sit down 3 course meal, reflect on the key take-aways from the conference, make plans for the next adventures with old and new friend, and relax.

AUTHOR INDEX

A

Agusaj, Besim.....13,26
 Akhter, Muhammad Waheed...13
 Alstete, Jeffrey.....17
 Andreovski, Goce.....16,32
 Awais, Muhammad.....13

B

Bacharach, Daniel.....24
 Back, Robin.....14
 Baker, Rose.....10, 29
 Bandera, Cesar.....11
 Bansal, Anjali.....18,25
 Batra, Safal.....11
 Baugh, Gayle.....25,33
 Beatty, Joy.....13
 Beutell, Nicholas.....17
 Bhattacharya, Mousumi.....15
 Billing, Tejinder.....8,33
 Brassard, Francis.....28
 Butt, Muhammad Hamza Nawaz...31
 Butterfield, D. Anthony.....29,30

C

Cabela, Ramil.....9
 Calo, Thomas.....12
 Capitano, Johnna.....21
 Chen, Hao.....20
 Chen, Yan.....28
 Chiu, Holly.....20
 Cho, Jae.....9
 Chow, Irene Hau-Siu.....8,23
 Clair, Judith.....27
 Contractor, Farok.....32
 Cordeiro, James.....16
 Crews, Marcus.....11
 Crocitto, Madeline.....33

D

Dalcher, Darren.....25
 Das, Aadarsh.....31
 Davis, Craig.....12
 De Janasz, Suzanne.....15,31
 De Sisto, Marco.....24
 Dow, Sandra.....11,32

E

Eisenberg, Julia.....22,27
 Eriksen, Matthew.....10

F

Fairfield, Kent.....33
 Fang, Ray.....20
 Ferrier, Walter.....16
 Fisher, Kelly.....9
 Ford, Jr., David.....17, 20
 Forray, Jeanie M.....24
 Fox-Kirk, Wendy.....9
 Friganović Sain, Zrinka.....28

G

Gala, Prachi.....24
 Galeazzo, Ambra.....16
 Garcia, Joseph.....29
 Germain, Marie-Line.....7,33
 Gilbert, Brett Anitra.....11
 Glikson, Ella.....22
 Goldberg, Caren.....15
 Gollakota, Kamala.....10,22
 Gong, Yuanyuan.....8
 Gopalakrishnan, Shanthi.....11,30
 Gu, Jinlong.....24
 Guo, Wenbo.....28
 Guo, Xiaohu.....24
 Gupta, Pankaj.....20

Gupta, S.D.....24
 Gupta, Vishal.....11,24

H

Hamilton, Michael.....32
 Hammond, Michelle.....10
 Hideg, Ivona.....16,17
 Hirakubo, Nakato.....12
 Hirudayaraj, Malar.....10,29
 Huang, Min-Ping.....23
 Huang, Chiung-Yi.....23
 Husic-Mehmedović, Melika...29
 Husnan, Mudassir.....13

I

Isaksson, Lars.....16
 Ismail, Kiran.....20

J

Jean-Denis, Howard.....14,30
 Jelenc, Lara.....21
 Jie, Hao.....12
 John, Friar.....12

K

Kaburakis, Anastasios.....27
 Kahn, Ben.....14
 Kallman, Meghan.....27
 Kalvina, Agita.....25
 Kaplan, David.....15,27
 Kappen, Jeffrey.....29
 Kiessling, Timothy.....16
 Kim, Sowon.....31
 King, Tom.....10
 Kirkman, Dorothy.....19
 Kulkarni, Nitin.....31
 Kumar, Manjeet.....31
 Kuznin, Milena.....13

L

Lambert, Lisa.....12,22
 Landoni, Matteo.....29
 Lee, Hun.....16
 Lee, Jungyun.....13
 Lenhardt, Jenna.....10
 Li, Yuanyuan.....11
 Li, Wen.....12,24
 Li Sun, Sunny.....17
 Liao, Wan-Yin.....23
 Liguori, Eric.....33
 Linowes, Richard.....29
 Lisak, Alon.....22
 Liu, Fang.....8
 Ludviga, Iveta.....25

M

Malik, Muhammad Abdur Rahman31
 Mangaliso, Mzamo.....14,30
 Mangaliso, Nomazengele A...14
 Marathe, Gaurav.....31
 Markoczy, Livia.....17
 Marx, Robert.....29
 Mattar, Dorine.....14
 May, Ruth.....20
 Mcguire, Jean.....8,32
 McNulty, Diane.....20
 Meglich, Patricia.....25
 Meisel, Steven.....33
 Mello, Jeff.....19
 Michel, Tremblay.....8,14
 Mihelic, Katja.....25
 Miller, Carliss.....23
 Miller, Toyah.....32
 Mirchandani, Dilip.....30,33
 Mishra, Vipanchi.....21
 Moore, Rickie.....29
 Moretz, Jeff.....22

Mortal, Sandra.....24

N

Narayanan, V.K.....25
 Ndanga, Leah Z. B.....14
 Ngambi, Hellycy.....14

O

oglivie, dt.....18,29
 Olabisi, Joy.....10
 Ovitsky, Nancy.....14

P

Paik, Yongsun.....18
 Palanski, Michael.....10
 Parent-Rocheleau, Xavier.....8,14
 Parnell, John.....24
 Peiperl, Maury.....31
 Perkins, Susan.....9
 Phillips, Katherine.....9
 Pick, James.....22
 Pierce, Charles.....11

R

Richard, Orlando.....23
 Roche, Olivier.....12
 Rodriguez, Jenny.....29
 Roy, Raja.....11
 Ruiz, Carlos E.....30

S

Sawyer, Katina.....27,31
 Schneer, Joy.....7,15,17,31
 Scott, Kristin.....20
 Selvarathinam, Priyatharsini .21
 Shaw, Tara Shankar.....16
 Shen, Winny.....17
 Shi, Yuwei.....11
 Shipper, Frank.....12
 Simard, Gilles.....14
 Simms, Shalei.....19
 Singh, Manju.....22
 Smrt, Diana.....10
 Stewart, Wayne.....20
 Stoner, James.....33
 Sun, Kungpeng.....12
 Swiercz, Paul.....21
 Sy, Thomas.....14
 Syed, Dr Fauzia.....13

T

Thomas, Christopher.....27
 Toosi, Negin.....12
 Torbarina, Matia.....21
 Torres, Luis E.....30
 Tremblay, Michel.....8,14

V

Valcour, Monique.....31
 Velez-Calle, Andres.....11
 Vidovic, Maja.....10,21
 Vintisa, Katri.....25
 Vlas, Cristina O.....18
 Vlas, Radu E.....18

W

Walker, Kevin.....13
 Waung, Marie.....13
 Wei, Qiao.....24
 Weiner, Joan.....25,30
 Welbourne, Miranda.....32
 Werner, Frank.....33
 Whaley, George.....12
 Wu, Jiyun.....28

X

Xie, Zhenzhen.....12
 Xiong, Charles.....24

Y

Yin, Jason.....32

Z

Zagenczyk, Tom.....20
 Zhang, Long.....24
 Zhang, Xi.....11
 Zhu, Jigao.....17
 Ziegler, Laurie.....20
 Zupan, Nada.....25